



SOUTH AUSTRALIAN
CENTRE FOR ECONOMIC STUDIES

ADELAIDE & FLINDERS UNIVERSITIES



Modelling What Works Well in SA Works in the Regions

Final Report

Report commissioned by
Workforce Development Directorate
Department of Further Education, Employment, Science and Technology

Report prepared by
The SA Centre for Economic Studies

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Executive Summary

This report is concerned with ‘learning lessons’ from selected case studies of individual employment and training projects delivered through the South Australia “SA Works in the Region” program and the Workforce Participation Partnerships (WPP) program, an initiative of the Victorian government. It is part of a broader and progressive evaluation framework adopted by SA Works in the Regions; it is not an evaluation of the entire program nor are the researchers evaluating the impact of the program (i.e. the impact of the program on employment and earnings or the net effect on unemployment).

The study is intended to identify attributes of successful projects that are assisting South Australians who face the greatest difficulty in the labour market achieve employment outcomes, or other positive outcomes which may lead to employment. In essence, the question to be answered is:

“... is it possible to identify and to extract lessons from some of the more successful projects to understand what makes for an optimal labour market program, measured against successful employment outcomes. Other positive outcomes include increased labour force participation and continuation in education and training program post program participation”.

A review of the literature on labour market policies and programs suggests there is broad agreement on several key principles to improve the effectiveness of labour market programs although “why some programs” work well is not always fully understood.

The key principles include:

- training should be closely targeted to the needs of industry or local employers and match the interests of the cohort of job seekers (latter involves careful selection of job seekers);
- programs should generally be small in scale and again, be targeted at skills in

Sections 2 and 3 provide a brief overview of SA Works in the Regions and the WPP program in Victoria. Both target the most highly disadvantaged, both give considerable weight to locally generated/designed projects to address local labour priorities; they differ in that the WPP program explicitly stated the objective was to address skills in demand or known job vacancies and full-time employment was the objective outcome. WPP was designed as an outcomes based funding model; SA Works in the Region was “less insistent” on employment outcomes. Both projects have been able to generate considerable involvement of employers and local organisations.

Sections 4 and 5 are devoted to 11 case studies (South Australia = 6 and Victoria = 5).

The individual case studies in Sections 4 and 5 commence with a piece “Learning Lessons” that summarise, in our view, the reasons why projects were successful. They include:

- demand drive model to address skills in demand in the local market, strongly supported by employers (e.g., Goal 100, Track Maintenance, VICSEG);
- apprenticeship access programs for the more disadvantaged, using employer networks, involving good selection processes, pre-employment training and post placement support (e.g., Latrobe Valley Partnerships, ETU, ATV Automotive);
- combination programs that emphasise learning and then applying skills in a workplace setting, plus personal counselling/support throughout to equip participants for the reality and discipline of the workplace (BoysTown, Kilburn-Blair Athol Employment Project, ARA);
- careful selection of participants matched to the level of training and intended outcomes is important (bas

1. Introduction

1.1 Objectives, Methodology and Outputs

The Department of Further Education, Employment, Science and Technology (DFEEST) commissioned the South Australian Centre for Economic Studies (hereafter the Centre) to review local labour market programs designed to assist the most disadvantaged enter into education, training and ultimately employment. In South Australia the various projects were funded and conducted under the *South Australia Works in the Regions* education, training and employment initiative. The scope of the review required the Centre to report on a number of

- identify what is working and the reasons why it is; and
- document relevant findings.

In addition, the Centre agreed to conduct a limited literature review (international and national literature) on active labour market policies and programs, with a view to identifying any “lessons to be learned from the experience of others”. The Centre also agreed to review several projects funded under the Victorian Government’s Workforce Participation Partnerships Program (WPP) 2006-07 that were designed to assist the most disadvantaged enter the labour market and to achieve full time employment outcomes.

Rationale

Target 1.12 in South Australia’s Strategic Plan aims to increase the level of employment participation in SA to the same level as the Australian average by 2014.

To achieve this target it is envisaged that additional efforts, new strategies and new ways of working across government, industry and the community sector will be required to augment existing programs and projects.

The major focus of this project is to identify and document examples of projects or components of projects that are engaging persons with multiple barriers in employment. The project will seek input from those who know what works but don’t have time to write it up.

Overall, this study has relevance to eight of the target set out in the South Australian Strategic Plan shown here:

- Employment Participation (T1.12);
- Jobs (T1.10);
- Unemployment (T1.11);
- Aboriginal Unemployment (T1.26);
- Work-life Balance (T2.12);
- Economic Disadvantage (T6.5);
- Learning or Earning (T6.15); and
- People with Disabilities (T6.22).

Scope

The Department advised that initial research into *Workforce Participation in SA: Barriers and Opportunities* has concluded that future options to increase workforce participation are dependent upon:

- Arresting and reversing the decline of male labour force participation, especially of low skilled prime aged men.
- Sustaining and increasing female labour force participation, particularly the participation of women of childbearing age.
- Improving and extending the participation in the labour market of older South Australians.
- Improving the skill level of those currently peripheral to the workforce.

- Increasing the participation in further education and training of groups who have a struggle finding employment.

Due to the range of issues associated with the labour force participation of the groups identified above as well as the fact that regions are experiencing different economic and social conditions a number of different models were proposed to be investigated, for instance,

- Engaging older workers
- Engaging migrants
- Engaging and retaining aboriginal workers
- Engaging unskilled workers
- An employer model
- A union model
- An urban renewal model

national, state and local labour market conditions vary over time and place, etc., it is difficult to make comparisons and unequivocally conclude particular factors contributed to the success or otherwise of various labour market programs. Further, evaluations of labour market programs can often inform us as to what works well but ‘not why it works’.

In concluding that there was still little knowledge about ultimately what makes for an optimal labour market program, the Centre noted that ‘judging the success of labour market programs also depends on the role one believes programs ought to play; as a policy response used to reduce unemployment in its own right, to help those who are currently unlikely to find a job become employed even if it is at the expense of some who are already in employment, as a complimentary policy to other policies designed to reduce unemployment (Neville, 2003) or for a range of reasons that might be summarised under the heading of ‘social and distributional equity’.

1.2.1 That the level of Aggregate Demand does matter ...

It is significant to note that, many evaluations of labour market programs occurred in the 1980s and early 1990s, when deficient aggregate demand for labour was the prevailing norm in most developed OECD economies. Labour market programs were developed to ‘combat high and persistent unemployment’, particularly high rates of youth unemployment within these economies. However, from the late 1990s through to today, stronger economic growth and changes in the demographic profile of developed economies have given rise to very strong demand for labour. Thus the economic environment and the labour market are very different than previously was the case; the demand for skilled labour continues to be exceptionally strong. For example, it was reported that in Western Australia today, as that economy experiences a prolonged mining boom, there are just 1.2 unemployed persons for every 1 advertised vacancy.² *Ceteris paribus*, employment outcomes from labour market programs are likely to be exceptionally high if programs are appropriately designed and targeted to address skill shortages in such an environment.

As well, in recent years across most OECD economies, there has been considerable attention (at the policy and at the program level) paid to the interaction between income support and active participation in labour market activities, ‘welfare to work’ programs, job search activities, programs to increase workforce participation and the employability of job seekers. There has been a much closer integration of ‘active and passive’ employment assistance measures, programs and policies that has generated a variety of new approaches to assist jobseekers find and retain employment and to assist re-entrants to the labour force.

Notwithstanding that the economic environment is different and demand for labour is exceptionally strong, it remains to understand why some programs are successful in achieving high employment outcomes, why some programs/activities appear to work for ‘some groups and not others and in what circumstances’.

Based on a detailed literature review of labour market assistance programs and the Centre’s evaluation of labour market programs at the national level, in South Australia and in the State of Victoria we outline and consider below, some of those factors that appear to be significant in programs achieving high and sustainable employment outcomes and other positive outcomes such as retention in the programs, participation in training, return to education, and voluntary work. This discussion and summary of the researchers experience was written prior

² *The Australian*, 11 January 2008.

to visiting, interviewing and reviewing the case study projects conducted under the SA Works in the Region Program.

This approach was important methodologically in that, *a priori*, the researchers set out from a 'basis of ignorance' to review each of the nominated case study projects in South Australia. We sought to understand the origin, design, nature, location, staffing, funding, etc, of each project, the participant target group and how they were selected, the quality of the relationship with community organisations and training agencies, the relationship with local employers, whether there were any special features that would help to explain 'successful outcomes' and what worked and why it worked. Thus, at the outset the researchers knew very little about any of the case study projects.

Those factors that the researchers considered may be important and which receive considerable attention in the international literature, are considered here.

1.2.2 Close Cooperation with Local Employers

Martin (1998: p 17) suggests three elements that are crucial features in the design of public training programs:

- the need for tight targeting on participants;
- the need to keep the programs relatively small in scale; and
- the need to have a strong on-the-job component in the program, and hence to establish strong links with employers.

On the last of these points, where unemployment is high and job seekers are active, then employer based programs are likely to have a displacement effect; that is to say, it is the participants from the program who receive job offers rather than non-participants. However, there

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Later, we report (Section 4) that the Whyalla Track Maintenance Project was tightly targeted through the selection process, it was relatively small (20 persons) and was directly linked to the recruitment needs of the employer (it met all three elements as suggested by Martin). On the other hand, the Whyalla based Goal 100 program was relatively large but had very strong links with local employers. Goal 100 was supported by a number of employers who had previously committed to hire up to this number of graduates. Subsequent programs have been reduced in scale to a) meet employer requirements, and b) participating agencies felt that a smaller number of participants would assist with providing personal, one-to-one assistance that was required by many participants who previously had been marginalised from the workforce.

Both these programs were successful because they addressed employer's expressed needs. It could not be said that they displaced other workers (i.e., no displacement or deadweight loss effects), as both projects were specifically designed as a method of recruitment. The GGT Latrobe Valley project (see Section 5.2)

from national data) “that skills and experience are crucial to the employment prospects of unemployed persons, with 46 per cent of unemployed people considering that the main barriers they faced in securing employment were lacking the necessary skills and experience and/or insufficient vacancies for people with their skill level”.

Because labour market programs are ineffective in increasing employment opportunities (that is to say, of themselves they do not create vacancies) then training of itself is unlikely to be very effective in meeting the needs of both employers and job seekers. However, whether in a depressed or a buoyant labour market, where training for specific skills is undertaken that meets the demands of the local

The researchers have taken this discussion and the various points raised in evaluations of labour market assistance programs and then sought to assess whether the ideas and issues considered here are relevant to ‘successful projects’ in the WPP program in Victoria and projects funded under SA Works in the Regions.

Table 1.1
Relative efficacy of labour market programs

Program Type	Appears to Help	Appears not to Help
Training: classroom	Women re-entrant	Youth, older males and groups with low education
Training: on-the-job	Women re-entrants, youth with sufficient education	
Placement assistance	Most unemployed	Most adult unemployed
Job Creation	Very disadvantaged, long-term unemployed	
Job search assistance	Most unemployed, women and parents returning to work,	
Special youth measures		Disadvantaged youth
Wage subsidy	Most unemployed, long term unemployed	
Combination programs	Youth, long-term unemployed	

Source: Webster (1997, p. 29), Martin (1998, p. 16) and SACES based on literature review.

Some of the questions we were interested to explore include:

- how has local employer involvement been achieved, with what benefits/outcomes;
- are there any elements in combination programs that appear to work well for some groups;
- are smaller projects (in terms of participant numbers) always more successful in achieving sustainable employment outcomes;
- does local employer involvement influence employment outcomes and what is the nature of this;
- can GTO’s extend on their networks with employers to provide for more disadvantaged job seekers and if so what is required to assist this group of job seekers;
- how can unions and employer associations’ best respond to skill shortages;
- what type of programs best assist new migrants and refugees gain skills, build on existing qualifications, overcome cultural barriers, and more speedily enter the labour force.

2. SA Works in the Regions

2.1 Overview and Objectives of the Program

South Australia Works is the State Government's main learning, training and employment initiative designed to improve workforce participation and employment outcomes. The program provides employment opportunities and training for people who experience difficulty securing and maintaining employment. It recognises that the pool of available labour has shrunk dramatically as the South Australian labour market has moved towards "full-employment", leaving an increasing number of people who face significant barriers to employment. There is consequently a need for labour market initiatives that not only leverage disadvantaged people into employment opportunities, but also link potential employees with emerging skill needs.

In the 2006-07 financial year South Australia Works learning and work program had 25,035 participants across seven priority areas: regions, communities, young people, indigenous people, mature aged job seekers, industry and the public sector. Not all participants were unemployed; participants may have attended a career expo, conference or employment related information session and workshop. Some of these participants could potentially be employed, but are seeking to change careers, students and those contemplating leaving school seeking information on job/career opportunities. A total of 7,945 employment outcomes are reported to have been achieved by project sponsors.

South Australia Works in the Regions was launched in December 2003 as a 10 year coordinated strategy to improve regional employment outcomes and assist those persons who have difficulty engaging the labour market. Under this approach, local communities have responsibility for identifying their employment and training needs and implementing programs to address these needs and assist those persons facing barriers to employment. This is formally achieved through the Programs' Grantees (13 Regional Development Boards and the City of Onkaparinga, Northern Futures Inc., Western Futures Inc. and the North East Development Agency Inc.) and through the Employment and Skills Formation Networks (ESFN) (see Table 2.1 for a complete list of Networks and their auspice organisations).

Employment and Skills Formation Networks are comprised of representatives from Regional Development Boards, local, state and federal government, industry, training and education providers (e.g., TAFE) and other local community organisations. The Networks are co-located with Regional Development Boards and local government. Each network's activities are facilitated and coordinated by Executive Officers who are funded by support grants. The Executive Officers and Networks are supported by Employment and Skills Formation Teams within DFEEST and Regional Coordinators employed by DFEEST who are located in the regions.

Each Network is required to develop a 3 year Employment and Skills Formation Strategic plan for their region. These plans include a summary profile of the labour force in the region, especially those who are most disadvantaged. They also identify emerging labour and skill requirements in the region, education and training initiatives and strategies to address these needs, the nature and scope of such initiatives including partner organisations, funding requirements to deliver initiatives including potential sources, and targets and other evaluation mechanisms to enable the evaluation of labour market initiatives.

Each Network is also required to prepare a Regional Annual Action Plan which helps to facilitate the actual implementation of the program and allow the program to respond to

changing local needs. The annual plan identifies the actual strategies and initiatives that will be funded, including the outcomes that are expected.

Funding for the initiatives identified in the Employment and Skills Formation Plans are provided through funding agreements between the Minister for Employment and Training and each Grantee. Grantees are generally Regional Development Boards and Local Governments that were responsible for negotiating with DFEEST the establishment of the Employment and Skills Formation Network in their region (see auspice organisations in Table 2.1).

Table 2.1
Employment and Skills Formation Networks in South Australia

Employment and Skill Formation Network	Auspice Organisation
Adelaide Hills Regions at Work Network	Adelaide Hills Regional Development Board
Eastern Adelaide Regions at Work Network	North East Development Agency
Barossa and Light Workforce Development Network	Barossa Light Development Inc.
Eyre Region Employment and Skills Formation Network	Eyre Regional Development Board
Fleurieu Employment and Skills Formation Network	Fleurieu Regional Development Inc.
Kangaroo Island Employment, Education and Training Network	Kangaroo Island Development Board Inc.
Limestone Coast Employment and Skills Formation Network	Limestone Coast Regional Development Board
Mid North Employment and Skills Formation Network	Mid North Regional Development Board
Murraylands Employment and Skills Formation Network	Murraylands Regional Development Board Inc.
Northern Adelaide Employment and Skills Formation Network	Administered through Northern Futures
Flinders Ranges and Outback Employment and Skills Formation Network	Northern Regional Development Board Inc.
Southern Flinders Employment and Skills Formation Network	Southern Flinders Regional Development Board
Riverland Employment and Skills Formation Network	Riverland Development Corporation
Southern Metropolitan Employment and Skills Formation Network	City of Onkaparinga

Western Adelaide Regions at Work Network

Table 2.2
Labour Market Characteristics of Regions, 2006

ESFN Region	Estimated Resident Population^(a) (Persons)	Labour Force^(b) (Persons)	Unemployment^(b) (Persons)	Unemployment Rate^(b) (Per cent)
Adelaide Hills	53,129	35,316	943	2.7
Barossa and Light	27,024	15,936	443	2.8
Eastern Adelaide	343,432	222,691	7,695	3.5
Eyre	27,369	19,074	706	3.7
Fleurieu	32,041	14,240	728	5.1
Kangaroo Island	3,583	2,252	49	2.2
Limestone Coast	50,989	33,741	1,400	4.1
Mid North	12,455	8,461	226	2.7
Murraylands	28,980	16,894	926	5.5
Northern (Port Augusta) ^(a)	24,041	16,339	879	5.4
Northern Adelaide	168,041	99,751	8,309	8.3
Riverland	26,547	17,380	863	5.0
Southern Adelaide	191,660	121,081	7,281	6.0
Southern Flinders Ranges	18,164	11,061	640	5.8
Western Adelaide	222,363	127,826	7,639	6.0
Whyalla				

Table 2.3
SA Works in the Regions
Funds committed, participants and outcomes, 2006-07

	Total Funds Allocated in Funding Deed	Total Anticipated Participants (Funding Deed)		Total Actual Participants		Total Anticipated Employment Outcomes	Total Actual Employment Outcomes to Date	Total Anticipated Accr -0.0486 a7684.75 444d975 -9.75 TD -0.0530725 -3t Total Total Actual Participant144 0.71n mployment Total F Anticipated
		High	Low	High	Low			

3. Workforce

It is clear as evidenced by, *inter alia*, skills shortages, high rates of job vacancies, the rate of workforce exits and demand for skilled labour in regional areas that responses are required on the *demand* side of the labour market.

Equally, in order to address, *inter alia*, social disadvantage, assist in reducing unemployment still further, increase training rates and reduce wastage rates, to respond to industry and occupational skills in demand and location /place skills shortages, *supply* side responses are also required.

- Recently retrenched workers;
- Ex-offenders; and
- Residents of Neighbourhood Renewal Areas

This list is not exhaustive. Target groups such as the homeless and recently released offenders and others who are ineligible for employment assistance qualify as disadvantaged as do the long term unemployed. Their inclusion in the target population of the WPP is, *prima facie*, justified.

In previous labour market program evaluations, SACES reported that employment prospects of recently released offenders and homeless were found to be significantly lower than the general program population. These groups (and others) required more extensive assistance to achieve similar employment outcomes to other target groups. Unit costs per projects can be expected to vary dependent upon the client group to be assisted.

2) *Areas of high need (i.e., higher than average unemployment)*

Special consideration was given to projects that sought to place job seekers from areas with significant economic disadvantage, such as high rates of recorded unemployment and long-term unemployment, regions that had demonstrated skill shortages and a strong demand for labour and Neighbourhood Renewal Areas (NRAs). The Neighbourhood Renewal program is funded by the Victorian Department of Human Services.

3) *Complementary programs*

It was important that the WPP did not duplicate assistance provided by other programs. The WPP initiative was structured to complement programs by providers such as Job Network or non-facility based employment and training projects in 306 disadvantaged areas. The WPP initiative was structured to complement programs by providers such as Job Network or non-facility based employment and training projects in 306 disadvantaged areas.

The three most common forms of program assistance - training, work preparation and work experience - were typically described as “tailored to the specific skill shortages and/or needs of the job seekers that are targeted”. Industry and employer groups involvement in planning training and work experience was very important, to ensure that relevant skills and training were incorporated in individual projects.

More intensive support requirements for job seekers experiencing severe disadvantage in the labour market meant some projects planned to use quite intensive assistance measures. For example, some projects designed counselling and mentoring for job seekers, whose difficulties in entering the labour market were of a more personal nature (e.g.: psychological, family issues, etc.).

3.2 Overview of Program Data

The Centre provided a final evaluation report to DVC in September 2007 although the program was not to be finalised until December 2007. The following is based on results for 83 WPP projects that commenced prior to July 2007.

Table 3.2 provides selected summary statistics on the WPP up to August 2007 - 98.5 per cent of project funding has been allocated for 96 projects with over 8,600 participants and over 2,200 outcomes as at August 2007. In this final evaluation the Centre noted that participant numbers had increased by 41 per cent in the period April to August 2007, placements had increased by 65 per cent and employment outcomes by 123 per cent so that outcomes were accelerating with the passage of time.

Employment outcomes were 66 per cent for males and 34 per cent for females, although

Modelling What Works Well in SA Works in the Regions

4. South Australian Case Studies

In this Section we discuss the six case studies of successful projects in South Australia and in Section 5 we consider five successful projects/models in Victoria. Each of the case studies contains an introductory section on “learning lessons” intended to highlight the characteristics of each project and why the project was successful. In Section 6 we attempt to draw out from the literature and these case studies some principles, design characteristics and objectives that appear to be important in:

- achieving sustainable employment outcomes;
- continuing to assist the most disadvantaged;
- matching the demand and supply side of the market to address skill shortages; and
- building on existing networks/practices for more effective outcomes.

4.1 Choose Your Future:

and possibly even overseas. The company and other employers were clearly frustrated with this situation given that unemployment was still relatively high in Whyalla.

OneSteel and several major employers in the heavy engineering sector, DFEEST and the Whyalla Economic Development Board (WEDB) met and designed the Goal 100 program. As with the Track Maintenance project, a very significant element of the Goal 100 program was the involvement of local service providers, including *inter alia*, the local Job Network members, and the Bungala Indigenous Employment Centre. The commitment of employers to provide employment at the conclusion of the program was another important element of the program, not the least of reasons that it provided the incentive to retention in the program over a 20 week period. Thus, community support and the co-operation of local service providers was a visible and significant element.

The program was 20 weeks in length and involved both on and off the job training. This is a relatively extended period of time for which participants had to attend and commit to gaining work and life skills. The program built in student, educator and employer networks to support each participant, including a component ‘I make a difference’ to address social, family, emotional and personal issues confronting a number of the participants. There is no doubt that the program dealt with many job seekers who had experienced extended periods of unemployment (some had been unemployed for more than five years) and were truly marginalised job seekers. This makes the achievements of this program even more exemplary.

A training supplement of \$10 per day paid fortnightly did cause problems for some participants (Centrelink assessed income received for benefit and housing assistance and reduced assistance) and left them financially worse off. The training supplement has not been included in Goal 100 Mark 11.

4.1.3 Process Including Selection of Target Group

Demand for the program was very strong with up to 350 unemployed persons registering for the first intake and 320 for the second. As unemployment has fallen in Whyalla (from 12.0 per cent (May 2006) to approximately 5.3 per cent in October 2007) applicant numbers for employment programs under the banner of ‘Whyalla Works’ have declined to 200.

The design of the Goal 100 program was ‘not set in concrete from day one’; in fact several contributing organisations described a process of responding as required or ‘making it up as we went along’. The point is that the 20 week program was flexible in its design although there was no wavering from the ultimate goal (sustainable employment) of the program. Here

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The Goal 100 program had a mix of age groups, male and female, non-indigenous and indigenous participants and it appears that the program was successfully able to integrate all participants to achieve the personal goal of employment, using peer leadership groups, building group identity to achieve successful outcomes, etc.

4.1.4 Outcomes

Measured solely by sustainable employment outcomes, Goal 100 was a successful program. "Employment Extra", a publication of the Department of Employment and Workplace Relations recorded that "100 participants began the Goal 100 program with 79 graduating including 11 females and 16 indigenous participants. Eighty-one participants had either started work or received a job offer including some who didn't complete the program but found work as a direct result of their participation. OneSteel gave a guarantee to employ 50 graduates, and ultimately employed 65". At the time of interview the project sponsor reported that to their knowledge some 80 participants were still employed.

It was highly successful as measured by the retention rate over 20 weeks.

4.1.5 Conclusion

Demand driven programs, where local employers identify a need for skilled employees and combine with local service providers to design specific training programs, with a commitment to employ the graduates of such programs, are likely to be successful in today's job market. Goal 100 is a significant program for that reason, but also because of the number of participants and the retention rate for a 20 week training program (albeit not all this time was spent in the classroom). The commitment to employ appears to be a significant element in the success of the program.

TAFE as the principal training provider, in co-operation with other agencies demonstrated that it was capable of the meeting the needs of 100 participants, with technical (job specific skills training) but also incorporating life skills training, personal development, assistance with family and personal issues and building a peer group culture that enabled the high retention rate.

A back of the envelope calculation is that this program for a total cost of approximately \$800,000, in placing 80 previously unemployed persons into sustainable employment would save the Commonwealth in welfare payments approximately \$1.8 million per year, result in the payment of wages of \$3.2 million per year with personal tax revenue accruing to the Commonwealth of \$0.6 million per year. There are clearly many other savings and benefits to account for, at the personal, family, community and public agency level.

For employers, there are many benefits and reasons why they should financially support this type of demand driven project. They have access to a more highly productive workforce from day one, a 'work ready/work hardened' trained workforce, where training is industry or job specific. Employers benefit by reducing recruitment or search costs. Employers also contribute to strengthening community relations and are seen to support the local community. The co-operation across service agencies in the design and delivery of Goal 100 is not quantifiable in dollar terms; however, that Whyalla Works is now planning Goal 100 Mark 3 illustrates the value of the networks and relationships established through these programs.

4.2 Whyalla Track Maintenance Program¹⁰ (South Australia Works in the Regions)

4.2.1 Learning Lessons

Specific industry based training for known job vacancies resulted in immediate employment outcomes and sustainable outcomes up to two years after the program.

Relatively small scale, short and targeted training program with classroom and on-the-job learning.

A 100 per cent retention rate resulted from effective selection of jobseekers, the commitment of Transfield Services to employ all graduates and payment over the life of the course (during training and then job placement).

The involvement of local service providers was considered to be a strong element of the overall program, where each partner provided their specialist expertise. For example, Access Working Solutions (AWC) identified that Job Network providers and the Indigenous Employment Centre (IEC) were important in jobseeker selection, based on their knowledge of each individual. Community support and co-operation was a visible and significant element of this project

The other outstanding element in this industry generated program is that it involved the most

AWC acted as the project co-ordinator including bringing together the funding, recruitment selection, organising training, payment of wages and general administration. The project received income of \$40,400 not including additional commitments in k

4.3.4 Conclusion

Leveraging people into sustainable employment is challenging given that clients often have little to no work history (e.g., a culture of unemployment), while the jobs they often gain entry

The project was originally advertised in local newspapers but subsequent advertising has not been required as new participants have been sourced largely from referrals from previous participants and partner organisations. This reflects the general satisfaction that participants have derived from the program and the significant benefits that flow from effective partnerships and networks with other local community groups.

4.4.4 Outcomes

The anticipated and actual outcomes of the program are presented below. Outcomes have been better than expected. Participation has exceeded anticipated levels while employment outcomes have either exceeded or been close to expected levels. The popularity of the project is demonstrated by participation for the 2007-08 phase of the project: there were over 50 participants at the time of writing (late December), well in advance of the target of 30 participants by May 2008. Better than expected participation is due to the high level of unemployment in the Enfield, Kilburn and Blair Athol areas.

Good employment outcomes are facilitated by intensive case management and the high quality of case managers who are able to respond promptly to participants needs. Achieving sustainable employment outcomes is important since it helps to improve many areas of an individual's life, such as their financial, health, housing well-being, self-esteem and confidence. Maintaining sustainable employment outcomes are facilitated by providing clients with ongoing support. Clients sometimes return to seek assistance with finding new employment, obtaining drivers licences, dealing with health issues, legal issues, housing issues etc.

Performance indicators	2005-06	2006-07
Participants		
Anticipated	20	30
Actual	54	36
Employment		
Anticipated	12	15
Actual	23	13

Note: Derived from "What Works Well - Project Summary".

There are challenges associated with maintaining sustainable outcomes. Many of the jobs that participants are placed into are of a casual nature or are poorly paid, meaning there is reduced incentive to maintain employment given the prospect of losing income support payments. Furthermore, the nature of most participants is that they have minimal work experience and understanding of employers' expectations, meaning they are at greater risk of losing employment. An important factor in achieving sustainable employment outcomes is to link people with jobs that they are interested in.

4.4.5 Conclusion

The Kilburn Blair Athol Employment Project has delivered better than expected participation

inevitably significant challenges associated with maintaining these people in sustainable employment.

The strengths of the program derive from the intensive case management approach adopted and the close partnerships forged with other local community organisations. A lack of links with local employers is perhaps the only major weakness of the program. However, the recent establishment of a relationship with Korvest Industries who has itself taken steps to establish a local business association represents a possible turning point.

4.5 Australian Refugee Association

Australian Refugee Association (ARA) uses its links with employers to then place participants in employment.

The project is the result of a partnership with Thebarton Senior College. The establishment of The Skills Centre at the college allowed vocational education and training services to be provided to individuals outside the school. Building and construction and general engineering programs were developed with 14 places being made available in each program.

4.5.3 Process Including Selection of Target Group

Participants were recruited thro

While there is no explicit long-term monitoring of outcomes, that there are relatively few return clients suggests that there seems to be some lasting employment outcomes. One strategy used to promote sustainable employment outcomes is reinforcing to employers the need to contact the ARA to discuss any problems that arise. This allows the ARA to perform a mediation role to address the issue or, if it cannot be addressed, commence the process of leveraging the person into some other form of employment.

Expected and Actual Participation and Employment

Performance indicators	2007
Participants	
Anticipated	28
Actual	28
Employment	
Anticipated	19
Actual	19

4.5.5 Conclusion

The strength of the program derives from the close partnership forged with the training provider (the Skills Centre, Thebarton Senior College) and the way in which the project is complemented by ARA's other migrant and refugee services. The vocational training provided enables participants to secure a foothold in the labour market while case management allows other barriers to employment to be identified and addressed.

4.6 Renmark Paringa Community Centre – Having the Edge

4.6.1 Learning Lessons

The most critical aspect of the program in terms of achieving employment outcomes was providing participants with general/basic employability skills. The majority of people assisted experienced difficulty with gaining or maintaining employment. A basic level of skilling was required to leverage these people into employment.

Another important aspect of the program was planting the idea (i.e., "seed") of employability as being a desirable objective and outcome. Some individuals in need of assistance have been raised in a culture of unemployment and have a poor conception of the benefits that employment provides. Encouraging a positive associate with employment enhances the desire and scope of the individual to improve their employability skills.

Partnerships are vital in terms of transitioning people to employment. Effort was put into networking and developing partnerships with other service providers, including training organisations (TAFE, schools), employment service providers (Centrelink, employment agencies), community organisations (St. John), employers and other relevant organisations (i.e., Regional Development Board). Such partnerships help to connect with target groups, deliver appropriate training and education outcomes, facilitate referral of individuals to appropriate services, and establish pathways to employment.

Maintaining employment outcomes is assisted by the employer and individual having an understanding of each others needs. On one hand there is a need to have an understanding of the employer's perspective, while on the other hand employers need to have an understanding of an individual's circumstances, at least to an acceptable degree. An important example is an understanding of cultural issues in respect of indigenous people.

The co-location of the project with the secondary school and other community services (e.g.,

4.6.3 Process Including Selection of Target Group

The project targeted those persons who struggle to gain or maintain employment and who would benefit from participating in the program. This included long term unemployed, indigenous persons, youth, mature age persons and Work for the Dole participants.

Participants were recruited from the RPCC's existing client base and via links developed with other employment and community organisations (i.e., Interwork, Riverland Special School, Community Bridging Services, Aboriginal Sobriety Group, Commonwealth Rehabilitation Services and Active Consulting). Of the groups targeted, 3 disabled people and 1 indigenous person participated in the project.

4.6.4 Outcomes

The project was successful in terms of meeting its anticipated outcomes (see table below). A total of 13 people commenced the project with 10 people obtaining employment by the completion of the project. Of the 10 employment outcomes, 2 were permanent positions while 8 were casual positions.

Participants (n=13) were 50% male and 50% female. 50% were aged 18-24, 25-34, 35-44, 45-54, 55-64, 65-74, 75-84, 85-94, 95-104, 105-114, 115-124, 125-134, 135-144, 145-154, 155-164, 165-174, 175-184, 185-194, 195-204, 205-214, 215-224, 225-234, 235-244, 245-254, 255-264, 265-274, 275-284, 285-294, 295-304, 305-314, 315-324, 325-334, 335-344, 345-354, 355-364, 365-374, 375-384, 385-394, 395-404, 405-414, 415-424, 425-434, 435-444, 445-454, 455-464, 465-474, 475-484, 485-494, 495-504, 505-514, 515-524, 525-534, 535-544, 545-554, 555-564, 565-574, 575-584, 585-594, 595-604, 605-614, 615-624, 625-634, 635-644, 645-654, 655-664, 665-674, 675-684, 685-694, 695-704, 705-714, 715-724, 725-734, 735-744, 745-754, 755-764, 765-774, 775-784, 785-794, 795-804, 805-814, 815-824, 825-834, 835-844, 845-854, 855-864, 865-874, 875-884, 885-894, 895-904, 905-914, 915-924, 925-934, 935-944, 945-954, 955-964, 965-974, 975-984, 985-994, 995-1004, 1005-1014, 1015-1024, 1025-1034, 1035-1044, 1045-1054, 1055-1064, 1065-1074, 1075-1084, 1085-1094, 1095-1104, 1105-1114, 1115-1124, 1125-1134, 1135-1144, 1145-1154, 1155-1164, 1165-1174, 1175-1184, 1185-1194, 1195-1204, 1205-1214, 1215-1224, 1225-1234, 1235-1244, 1245-1254, 1255-1264, 1265-1274, 1275-1284, 1285-1294, 1295-1304, 1305-1314, 1315-1324, 1325-1334, 1335-1344, 1345-1354, 1355-1364, 1365-1374, 1375-1384, 1385-1394, 1395-1404, 1405-1414, 1415-1424, 1425-1434, 1435-1444, 1445-1454, 1455-1464, 1465-1474, 1475-1484, 1485-1494, 1495-1504, 1505-1514, 1515-1524, 1525-1534, 1535-1544, 1545-1554, 1555-1564, 1565-1574, 1575-1584, 1585-1594, 1595-1604, 1605-1614, 1615-1624, 1625-1634, 1635-1644, 1645-1654, 1655-1664, 1665-1674, 1675-1684, 1685-1694, 1695-1704, 1705-1714, 1715-1724, 1725-1734, 1735-1744, 1745-1754, 1755-1764, 1765-1774, 1775-1784, 1785-1794, 1795-1804, 1805-1814, 1815-1824, 1825-1834, 1835-1844, 1845-1854, 1855-1864, 1865-1874, 1875-1884, 1885-1894, 1895-1904, 1905-1914, 1915-1924, 1925-1934, 1935-1944, 1945-1954, 1955-1964, 1965-1974, 1975-1984, 1985-1994, 1995-2004, 2005-2014, 2015-2024, 2025-2034, 2035-2044, 2045-2054, 2055-2064, 2065-2074, 2075-2084, 2085-2094, 2095-2104, 2105-2114, 2115-2124, 2125-2134, 2135-2144, 2145-2154, 2155-2164, 2165-2174, 2175-2184, 2185-2194, 2195-2204, 2205-2214, 2215-2224, 2225-2234, 2235-2244, 2245-2254, 2255-2264, 2265-2274, 2275-2284, 2285-2294, 2295-2304, 2305-2314, 2315-2324, 2325-2334, 2335-2344, 2345-2354, 2355-2364, 2365-2374, 2375-2384, 2385-2394, 2395-2404, 2405-2414, 2415-2424, 2425-2434, 2435-2444, 2445-2454, 2455-2464, 2465-2474, 2475-2484, 2485-2494, 2495-2504, 2505-2514, 2515-2524, 2525-2534, 2535-2544, 2545-2554, 2555-2564, 2565-2574, 2575-2584, 2585-2594, 2595-2604, 2605-2614, 2615-2624, 2625-2634, 2635-2644, 2645-2654, 2655-2664, 2665-2674, 2675-2684, 2685-2694, 2695-2704, 2705-2714, 2715-2724, 2725-2734, 2735-2744, 2745-2754, 2755-2764, 2765-2774, 2775-2784, 2785-2794, 2795-2804, 2805-2814, 2815-2824, 2825-2834, 2835-2844, 2845-2854, 2855-2864, 2865-2874, 2875-2884, 2885-2894, 2895-2904, 2905-2914, 2915-2924, 2925-2934, 2935-2944, 2945-2954, 2955-2964, 2965-2974, 2975-2984, 2985-2994, 2995-3004, 3005-3014, 3015-3024, 3025-3034, 3035-3044, 3045-3054, 3055-3064, 3065-3074, 3075-3084, 3085-3094, 3095-3104, 3105-3114, 3115-3124, 3125-3134, 3135-3144, 3145-3154, 3155-3164, 3165-3174, 3175-3184, 3185-3194, 3195-3204, 3205-3214, 3215-3224, 3225-3234, 3235-3244, 3245-3254, 3255-3264, 3265-3274, 3275-3284, 3285-3294, 3295-3304, 3305-3314, 3315-3324, 3325-3334, 3335-3344, 3345-3354, 3355-3364, 3365-3374, 3375-3384, 3385-3394, 3395-3404, 3405-3414, 3415-3424, 3425-3434, 3435-3444, 3445-3454, 3455-3464, 3465-3474, 3475-3484, 3485-3494, 3495-3504, 3505-3514, 3515-3524, 3525-3534, 3535-3544, 3545-3554, 3555-3564, 3565-3574, 3575-3584, 3585-3594, 3595-3604, 3605-3614, 3615-3624, 3625-3634, 3635-3644, 3645-3654, 3655-3664, 3665-3674, 3675-3684, 3685-3694, 3695-3704, 3705-3714, 3715-3724, 3725-3734, 3735-3744, 3745-3754, 3755-3764, 3765-3774, 3775-3784, 3785-3794, 3795-3804, 3805-3814, 3815-3824, 3825-3834, 3835-3844, 3845-3854, 3855-3864, 3865-3874, 3875-3884, 3885-3894, 3895-3904, 3905-3914, 3915-3924, 3925-3934, 3935-3944, 3945-3954, 3955-3964, 3965-3974, 3975-3984, 3985-3994, 3995-4004, 4005-4014, 4015-4024, 4025-4034, 4035-4044, 4045-4054, 4055-4064, 4065-4074, 4075-4084, 4085-4094, 4095-4104, 4105-4114, 4115-4124, 4125-4134, 4135-4144, 4145-4154, 4155-4164, 4165-4174, 4175-4184, 4185-4194, 4195-4204, 4205-4214, 4215-4224, 4225-4234, 4235-4244, 4245-4254, 4255-4264, 4265-4274, 4275-4284, 4285-4294, 4295-4304, 4305-4314, 4315-4324, 4325-4334, 4335-4344, 4345-4354, 4355-4364, 4365-4374, 4375-4384, 4385-4394, 4395-4404, 4405-4414, 4415-4424, 4425-4434, 4435-4444, 4445-4454, 4455-4464, 4465-4474, 4475-4484, 4485-4494, 4495-4504, 4505-4514, 4515-4524, 4525-4534, 4535-4544, 4545-4554, 4555-4564, 4565-4574, 4575-4584, 4585-4594, 4595-4604, 4605-4614, 4615-4624, 4625-4634, 4635-4644, 4645-4654, 4655-4664, 4665-4674, 4675-4684, 4685-4694, 4695-4704, 4705-4714, 4715-4724, 4725-4734, 4735-4744, 4745-4754, 4755-4764, 4765-4774, 4775-4784, 4785-4794, 4795-4804, 4805-4814, 4815-4824, 4825-4834, 4835-4844, 4845-4854, 4855-4864, 4865-4874, 4875-4884, 4885-4894, 4895-4904, 4905-4914, 4915-4924, 4925-4934, 4935-4944, 4945-4954, 4955-4964, 4965-4974, 4975-4984, 4985-4994, 4995-5004, 5005-5014, 5015-5024, 5025-5034, 5035-5044, 5045-5054, 5055-5064, 5065-5074, 5075-5084, 5085-5094, 5095-5104, 5105-5114, 5115-5124, 5125-5134, 5135-5144, 5145-5154, 5155-5164, 5165-5174, 5175-5184, 5185-5194, 5195-5204, 5205-5214, 5215-5224, 5225-5234, 5235-5244, 5245-5254, 5255-5264, 5265-5274, 5275-5284, 5285-5294, 5295-5304, 5305-5314, 5315-5324, 5325-5334, 5335-5344, 5345-5354, 5355-5364, 5365-5374, 5375-5384, 5385-5394, 5395-5404, 5405-5414, 5415-5424, 5425-5434, 5435-5444, 5445-5454, 5455-5464, 5465-5474, 5475-5484, 5485-5494, 5495-5504, 5505-5514, 5515-5524, 5525-5534, 5535-5544, 5545-5554, 5555-5564, 5565-5574, 5575-5584, 5585-5594, 5595-5604, 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9245-9254, 9255-9264, 9265-9274, 9275-9284, 9285-9294, 9295-9304, 9305-9314, 9315-9324, 9325-9334, 9335-9344, 9345-9354, 9355-9364, 9365-9374, 9375-9384, 9385-9394, 9395-9404, 9405-9414, 9415-9424, 9425-9434, 9435-9444, 9445-9454, 9455-9464, 9465-9474, 9475-9484, 9485-9494, 9495-9504, 9505-9514, 9515-9524, 9525-9534, 9535-9544, 9545-9554, 9555-9564, 9565-9574, 9575-9584, 9585-9594, 9595-9604, 9605-9614, 9615-9624, 9625-9634, 9635-9644, 9645-9654, 9655-9664, 9665-9674, 9675-9684, 9685-9694, 9695-9704, 9705-9714, 9715-9724, 9725-9734, 9735-9744, 9745-9754, 9755-9764, 9765-9774, 9775-9784, 9785-9794, 9795-9804, 9805-9814, 9815-9824, 9825-9834, 9835-9844, 9845-9854, 9855-9864, 9865-9874, 9875-9884, 9885-9894, 9895-9904, 9905-9914, 9915-9924, 9925-9934, 9935-9944, 9945-9954, 9955-9964, 9965-9974, 9975-9984, 9985-9994, 9995-10004, 10005-10014, 10015-10024, 10025-10034, 10035-10044, 10045-10054, 10055-10064, 10065-10074, 10075-10084, 10085-10094, 10095-10104, 10105-10114, 10115-10124, 10125-10134, 10135-10144, 10145-10154, 10155-10164, 10165-10174, 10175-10184, 10185-10194, 10195-10204, 10205-10214, 10215-10224, 10225-10234, 10235-10244, 10245-10254, 10255-10264, 10265-10274, 10275-10284, 10285-10294, 10295-10304, 10305-10314, 10315-10324, 10325-10334, 10335-10344, 10345-10354, 10355-10364, 10365-10374, 10375-10384, 10385-10394, 10395-10404, 10405-10414, 10415-10424, 10425-10434, 10435-10444, 10445-10454, 10455-10464, 10465-10474, 10475-10484, 10485-10494, 10495-10504, 10505-10514, 10515-10524, 10525-10534, 10535-10544, 10545-10554, 10555-10564, 10565-10574, 10575-10584, 10585-10594, 10595-10604, 10605-10614, 10615-10624, 10625-10634, 10635-10644, 10645-10654, 10655-10664, 10665-10674, 10675-10684, 10685-10694, 10695-10704, 10705-10714, 10715-10724, 10725-10734, 10735-10744, 10745-10754, 10755-10764, 10765-10774, 10775-10784, 10785-10794, 10795-10804, 10805-10814, 10815-10824, 10825-10834, 10835-10844, 10845-10854, 10855-10864,

4.6.5 Conclusion

The project helped to better match labour force supply and demand in the region by improving the general/basic employability skills of people that experience difficulty in gaining or maintaining employment.

Partnerships played an important role in terms of facilitating the project. Appropriate partnerships help to connect with target groups, deliver appropriate training and education outcomes, facilitate referral of individuals to appropriate services, and establish pathways to employment.

There is scope for replicating this program in other regions. The program provides the general outline of the type of support that is required to assist those persons who have difficulty gaining or maintaining employment (i.e., developing general employability skills and cultivating the idea that employment is an attractive option). The main change required would be to tailor the program to the needs of the local target group(s) and local conditions.

5. Victorian Case Studies

5.1 Victorian Cooperative on Children's Services for Ethnic Groups (VICSEG)

5.1.1 Learning Lessons

VICSEG is highly regarded by local employers and is successful in achieving employment outcomes, because it is able to target training at labour demands in the local region and has built up strong relationships with employers, so that opportunities for formal work experience or employment flow directly from the

VICSEG has extensive experience in providing employment projects assisting CALD, migrant and refugee job seekers, and particularly placing women into aged care and childcare places. Previous projects have been highly successful, achieving near full employment outcomes. Past projects include the Community Jobs Program (Jobs and Training), DEETYA Special Pilot Projects, and the New Work Opportunities Program. VICSEG conducts its training programs internally as it is also a Registered Training Organisation.

5.1.3 Process Including Selection of Target Group

This project was contracted by the Department of Victorian Communities to supply up to 300 Certif

numeracy skills, reinforce prior learning, while educating for the essential skills and

5.2.3

5.3 Australian Manufacturing Technology Institute Limited (AMTIL)

5.3.1 Learning Lessons

AMTIL established National Up Skill and Placement Project supported by an industry steering committee and dedicated project team.

The strength of the project rests on the direct links with AMTIL member employers, the screening and support provided by the AMTIL project team to unemployed participants and close liaison with TAFE. Genuine awareness of industry needs by AMTIL in each state saw employment outcomes achieved and a commitment by all partners to the continuation and refinement of the project.

It further highlights the ability to meet skilled employment demands on a national or state industry wide basis where detailed understanding of employer needs is in place and specific geographic considerations are incorporated.

Mature-age unemployed have been successfully engaged in the project, demonstrating the capacity to identify, train and support older unemployed into employment in the technologically advanced manufacturing sector when appropriate systemic supports operate.

5.3.2 Overview, Background, Organisation and Funding

AMTIL is a proactive national industry association who initiated the Up Skill Project in South Australia, Victoria, Queensland and New South Wales utilising a mix of government funding sources. The Victorian project received \$90,000 for 30 places. Funding nationally included \$120,000 from DEWR, \$100,000 from the Queensland Government, \$50,000 from South Australia, and \$57,000 from the Job Seeker account.

Industry commitment was ascertained by the conduct of a national metal industry survey with an 80 per cent positive response rate to the project concept.

AMTIL had limited experience of working on a direct employment project of this type and no previous exposure to working with the disadvantaged unemployed.

In addition to Federal and State governments, project partners included Job Network agencies, Registered Training Organisations, most notably TAFE colleges, and metal manufacturing industry employers.

The Up Skill Project was an administratively complex and ambitious national project. The differing and specific demands of relevant state governments added to this complexity, with particular difficulties experienced in Victoria under the WPP project.

The project sought to identify and develop a pool of industry-ready employees to meet short and medium term shortage of skilled employees across the advanced metal manufacturing sector. Training was provided for a minimum level 1 or 2 Certificate in Engineering Production (CNC machining) in accordance with employer survey results.

5.3.3 Process Including Selection of Target Group

The original project sought to train 180 participants nationally to Certificate I or II level and to assist with placement of 135 participants into sustainable jobs in the Precision Engineering Sector. The project target groups were specified as the mature aged, retrenched workers and disabled job seekers. Placement of jobseekers with disabilities was highly dependent on individual capabilities to perform in the engineering sector.

Participants were selected from Job Network, external recruitment agencies, consultants, and through internal referrals. The selection process included a mechanical aptitude assessment and personal interview and training needs assessment by AMTIL project staff. Personal contact and assessment by AMTIL staff was considered vital to achieving overall success through all stages of the process.

Participants were assisted primarily through training and work placements with employers, including an individualised training course depending on current knowledge and capabilities. They undertook between 320-400 hours training followed by pre-employment training and interview run by AMTIL project staff, including CV preparation, interview techniques and general information relevant to employment in the sector.

AMTIL maintained contact with TAFE course staff and project participants during training and attempted to deal with participant difficulties during this period. The ability to retain trainees was attributed in a large part to the quality of the TAFE training experience. Accreditation was dropped from Level 11 to Level 1 and an increase in manual training hours was adopted after employer and participant feedback.

Those who completed training were then directed towards work placement opportunities in the industry. On completion of placements, AMTIL sought to match participants with vacancies in the sector through industry contacts or by the continuation of the work experience placement into an employment contract.

5.3.4 Conclusion

The numbers of unemployed placed in work experience and employment are still being resolved for the Victorian component of the project. AMTIL is still tracking all those employed through the project and the employing firms. No apprenticeships have resulted from the project however four Victorian participants are undertaking further training.

Mature aged workers have proven to be the most successful in achieving outcomes for the industry. Few referrals were received under the disability category and younger workers proved more difficult to retain in training.

Motivation, willingness to learn and an understanding of working in the advanced manufacturing industry have been the most highly valued attributes of participants and led to positive employer attitudes towards the project. The aptitude testing and screening of suitable candidates was especially valued by employers.

AMTIL is reporting increased employer interest in AMTIL's services and clear interest in the continuation of the project. Employer feedback indicates a growth in awareness of the benefits of tailored training courses specific to the needs of their individual firm and greater

The automotive employer sector consists predominantly of small business (less than 10 employees) including vehicle dealerships, specialised and general repairers. The project aimed to establish an 'Automotive Employment Network' to coordinate industry employers with job vacancies with job seekers across the State with particular emphasis on smaller employers.

ATV identified skill shortages in the automotive sector specifically, mechanics, automotive electricians and fitters, panel beaters, car re-sprayers and automotive retail assistants. The key sectors identified were vehicle and trailer manufacturing, automotive retail including dealerships and general repairers, marine retailers and aftermarket sales and service.

In seeking to establish an "industry owned and responsive" job network type structure it appears to have garnered support from across the industry and identified partners (e.g., VACC, AMWU, Auto Centre for Excellence, Group Training Victoria).

5.4.3 Process Including Selection of Target Group

The project targeted youth (aged 15-24), mature aged and retrenched job seekers (with limited job opportunities). However, participants from any disadvantaged group could have been targeted subject to local demographics. Processes were established by the key partners to ensure that trainees fell within the target group to ensure their distinction from non-targeted young people still being placed as part of standard GTO practice. The different process resulted in the employment of a number of older young people than is usually seen in apprenticeships. Attraction of mature aged and retrenched workers to the project was largely unsuccessful.

GTO's assumed the prime responsibility for the recruitment and selection of trainees, on a statewide basis. A work plan was developed with the trainee. Work placements were then developed with the employers and participants training requirements were articulated. Matching the participant with a mentor and the provision of on-going support was also developed by the GTO.

Partners were principally the Group Training Organisations and the lead broker is the Victorian Automobile Chamber of Commerce Group Apprenticeship Scheme. Industry partners were allocated target numbers by the ATV and were responsible for the selection and recruitment of participants, matching them to employers and providing the necessary post placement support to ensure completion. A \$2,000 payment was made by ATV to partners for each participant in several instalments subject to agreed performance measures.

The Negotiated Work Placement and Training Plan requirements were approved by the ATV project staff and acted as the first performance measure followed by an employment outcome measure, also approved by ATV

5.4.4 Conclusion

Active co-operation of 14 partner organisations, with VACC carrying the largest caseload as originally anticipated. Regional partners had been reporting a slow take-up rate as the drought had significant impact on labour demand in most rural areas, however, take up rates improved significantly over the life of the project.

The understanding by small employers that they may access GTO's as brokers to WPP, rather than as providers of apprentices is seen as a key industry development strategy.

The additional funds made available to GTO's under this scheme has been the primary mechanism by which GTO's have offered additional assistance or been willing to work harder to attract the more disadvantaged young person.

Accordingly the program is a welcome addition from an ATV, employer and GTO perspective. The project appears to have attracted only young people, with GTO's reporting that the group was more disadvantaged than the usual apprenticeship applicants.

However young people employed under the project did not demonstrate any particular knowledge of the scheme when interviewed. This reinforces an ATV concern that the project needs substantial promotion within the TAFE network to students who are undertaking pre-vocational courses, have an interest in learning, training and employment in the automotive sector, but are yet to commit to an apprenticeship.

5.5 Electrical Trades Unions of Australia (ETU) Southern Branch: Trades Apprenticeship Program for Indigenous Communities

5.5.1 Learning Lessons

The ETU project entailed the recruitment, selection, pre-employment training and placement of indigenous young people in electrical apprenticeships. There was special interest and experience of ETU staff engaging with Indigenous youth through a variety of sporting activities and a known group of young people became the initial intake for the project. The Union had established relationships with employers in the construction industry who had indicated an interest in attracting more apprentices and saw merit in the project concept. Equally important was the existing contacts the ETU had within the metropolitan indigenous community in Melbourne.

The Plumbers Union had some experience of supporting young indigenous people into plumbing trades and also provided assistance to ETU on the project. This advisory support proved very significant in assisting the ETU staff on the project. The training was provided by VICTEC, the largest training body for electrical apprentices in Victoria, an organisation that had well established connections with the ETU and was well regarded by employers. The project also had significant support from within the Victorian Government and there was considerable cooperation across Departments to assist with the projects' operation.

The coalescing of all these variables provided a basis for the project success. However additional resources were given to the project by both WPP and the ETU as the mentoring support component was extensive. These resources included the employment of a well known indigenous footballer to work with trainees. "Word of mouth" awareness of the project has grown within the indigenous community. However, after hours sporting involvement is still deemed vital to team and relationship building with the trainees.

Preliminary testing such as an aptitude test for all candidates is now seen as critical to the success of the project. Employment in electrical trades demands that the individual must have basic competence in mathematics and an ability to undertake the study. Ensuring that an indigenous young person is sufficiently able in this area to succeed both in the pre-employment and apprenticeship training program required to meet industry standards has

proven challenging. The mentoring process is still required to continue to ensure that the trainees pass the license tests during each phase of their apprenticeship. The ETU accepts that it will need to actively assist the apprentices for the duration of their 4 year apprenticeship.

5.5.2 Overview, Background, Organisation and Funding

The project received \$179,500, and was designed to assist 15 participants (10 metropolitan, 5 regional). Regional places were not pursued in the first intake as there were difficulties with promotion and identifying suitable young people in regional areas. The project pulled back from this activity, choosing to consolidate the success of the project in metropolitan area. The major project expenses were for mentoring and pre-employment testing, training and work preparation.

The project application identified trade based employment opportunities in Melbourne due to skill shortages, specifically electricians or linesmen 4 year apprenticeships. Both Electronic Equipment trades (ASCO 4315-11) and Electronic Instrument trades (ASCO 4314-13), as well as Electrical Powerline trades (4313-11) -

5.5.4 Conclusion

Attracting suitable candidates became the primary requirement for the success of the project. The consequence is that the most disadvantaged indigenous youth will not be eligible for the project. However ETU report that the very existence of the project provides real encouragement to indigenous young people still in the secondary education sector, particularly with regard to continuation with maths studies

ETU report that the project has progressively build goodwill between employers, the union, training organisations and indigen nous community. There is considerable interest in the model in other States and across the union movement as a whole and the project is continuing to

The South Australian program goes further, in the attempt to “foster leadership and strengthen the capacity of local communities” and to “share responsibility for training and employment outcomes”. One test of this strategy is the involvement of local employers so that identified skill shortages are addressed.

WPP “starts” at the demand side - what is the planned outcome, have the employment or skills shortage been identified and will this local project meet that need.

There is no *right or wrong* approach, no single program design or one best project!

SA Works in the Regions in our view could benefit from incorporating the following:

- strengthen the cooperation with local employers;
- give greater priority to skills formation for transition to employment;
- provide a stronger indication of intended outcomes by industry and/or occupation;
- first aim to target employment outcomes and then build into programs the necessary “wrap around welfare”, case management, mentor support as required as an aid to achieve those outcomes;
- to the extent possible enable participants to achieve a qualification which signals competency, skills and capability; and
- general community-benefit projects (e.g., CEP or WfD type projects) must always have a strong training and skills component that is relevant to the labour market and should not be funded otherwise.

The researchers would *not advise* that SA Works in the Regions move to an outcomes based funding model for the reason that it will create conflict with a most important objective of “assisting those highly disadvantaged in the labour market.” There are many who are marginalised from the workforce,¹⁵ yet there is a need to be careful that “individual deficit theories” are not a primary rationale for labour market assistance programs. Public data and surveys inform us that the unemployed themselves report their main difficulty in finding a job is that

“they lack the necessary training, qualifications and experience”.

So skills and experience are crucial to the employment prospects of the unemployed person (see Moskos, 2007).

BoysTown at Port Pirie, Whyalla Goal 100 and the Track Maintenance Program all placed skills, a job/employment first - assistance with personal, social, financial and family issues was built into the program, but skills for employment came first.

The literature review suggests that labour market programs are ineffective in increasing employment opportunities (that is to say, of themselves they do not create vacancies) and that training of itself is unlikely to be very effective in meeting the needs of both employers and

-
- 4) combination programs work best as they have the capacity to address ‘multiple barriers’ to employment and are able to be tailored to the needs of the individual. Combination programs may involve, *inter alia*, training on and off the job, work placement, mentoring, job search assistance, and follow up once in employment;
 - 5) early intervention is advisable, whether this involves the unemployed job seeker or those currently at school who are at risk of leaving school without sufficient a foundation to compete in the labour market;
 - 6) there are job seekers with entrepreneurial skills and talents who have the capabilities and desire to commence their own business who would benefit from training and business start up support; and
 - 7) evaluation should be built into the design of program, it should provide an assessment of program outcomes and hence effectiveness of the program over time. For example, if the measured outcome is sustainable employment, then this needs to be followed up for a minimum period of time. If the outcome is to place job seekers into employment or into a specific occupation, where there is a demand for skilled workers, then the actual job placements should match those skills in demand in that occupation or that industry.

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State: South Australia Victoria

Name of Project:

Location of Project:

Persons attending interview:
.....
.....

Interview Schedule (*guide only*)

The Project

- Tell us a little about the program, I understand it involves...
.....
.....
.....

- What role did local factors play in terms of the need for the program (i.e., local economic, social and environmental issues, industry/employer requirements, etc).
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.....

- Did the program evolve in response to factors/difficulties that arose? If so, how did it respond?
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.....

- Reasons for under/over achievement in relation to expected outcomes.
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.....
.....

- What were the main challenges encountered in delivering the project and reaching expected outcomes (i.e., delivering expected project outcomes)?
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.....
.....

- Sustainability of the employment outcomes achieved. Will they have a long lasting or significant impact? Critical reasons why?
.....
.....
.....

- What is the scope for replicating this project in other regions?
.....
.....
.....

Partnerships

Note: In Victoria the partnerships will be different and for each project, so issue here is to document partnerships and how they were of value to achieving outcomes. (local knowledge, education/training/ understanding employers needs, matching employee and employer).

?

Could system wide response (such as all 15-19 year olds be required to be in employment/ education/training) rather than one off projects better address the barriers to employment

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.....

Labour Market Conditions

- What do you see as the main challenges in relation to improving workforce participation in your region and in general?

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.....

- Have you observed any long-term trends in the labour market or for those with disadvantage, that require on-going programs?

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.....

- Distinctive differences/challenges faced by males relative to females?

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.....
.....

- ? Distinctive differences/challenges faced by older workers relative to younger workers?

.....
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.....

- ? Balance in the program between Skills in demand in the region (i.e. jobs requiring certain skills, apprentice/trainee) vs Supply Side issues (job ready, attitude, improving motivation, etc).

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.....

Role of the Works in the Region Program (or WPP)

- The importance of funding provided by the program. Would it have proceeded without the program?
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.....
.....

- Other funding (\$) and or in-kind support to the program?
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.....

- Was there a commitment from employers to hire and success of this?
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.....

- Assessment of administrative requirements of the program overall? (helpful, useful, a burden)
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.....

- ? Importance of security of funding, commitment over period of several years rather than “stop/start” nature of program funding (Could be a (+) in SA, and a (-) in case of WPP.
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- Are there other forms of assistance that could be provided that would help achieve project outcomes/increased workforce participation?
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.....

Final Comments

? Any other final comments that highlight the usefulness of the program

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.....

Appendix B

DFEEST Project Summary and Evaluation

PROJECT – Choose Your Future (Goal 100)

Region/Year:	Whyalla 06/07
Sub-Contractor:	Whyalla Economic Development Board
Start Date:	04/09/2006
Completion Date:	19/01/2007
Target Group:	LTUE, Indigenous, People with barriers to employment.
Anticipated participants:	100
Anticipated employment outcomes:	100
Anticipated volunteer/further education outcomes:	None listed
Budget SA Works:	\$140,000 (see below)
Budget Other:	\$510,000 DFEEST, DEWR, Whyalla City Council, Local Industry (see below)
Other Partnerships/Linkages:	One Steel, Bungala Aboriginal Corporation, Salvation Army Employment Plus and ASK Employment Services, as well as many other businesses and groups through the Whyalla community.

Actual Outcomes – Taken from project completion forms (if applicable)

**Note figures are taken from Mk 1 project as it has most up to date paperwork- (progress form dated 19/01/2007)*

	15-24		25-39		40+		Indigenous		Disabled	
	M	F	M	F	M	F	M	F	M	F
Actual Participants	36	1	31	10	19	3	22	6		
Employment Outcomes	21	1	21	8	17	2	9	5		
Accredited Training Hours	12039	334	10367	3344	6353	1003				
Non-Accredited Hours	9850	273	8483	2736	5198	820				

2 0 5 T D4 T 3 D 7 0 . 5 2

0 local participants. We
in a mix of industry and

s to each participant who

Friday, from 8am to 5pm,
working-life. Training – both
experience placements.

employed and other groups
nity to develop practical
ing sectors and to assist
on this program is purely

stance abuse, support is
ce of success.

Project Partners:

One Steel: Sponsorship of 50 participants

BHP Billiton: Sponsorship of 10 participants

Marand Precision: Sponsorship of 2 participants

BIS Industrial: Sponsorship of 5 participants

Whyalla City Council: Sponsorship of 5 participants

Action Engineering: Sponsorship of 1 participant

HWE Mining: Sponsorship of 5 participants

ASK Employment

Salvation Army Employment Plus

Bungala Aboriginal Corporation

DEWR – Funding for 27 Indigenous participants via (STEP)

PROJECT – Whyalla Track Maintenance Project

Region/Year:	Whyalla - 04/05
Sub-Contractor:	AWS Training Pty Ltd
Start Date:	01/07/2004
Completion Date:	21/10/2004
Target Group:	Indigenous, LTUE
Anticipated participants:	20
Anticipated employment outcomes:	20
Anticipated volunteer/further education outcomes:	None listed
Budget SA Works:	\$5,000
Budget Other:	\$5,000
Other Partnerships/Linkages:	AWS, Transfield

Actual Outcomes – Taken from project completion forms (if applicable)

Project Description:

Transfield Services was contracted on behalf of the Australian Railroad Group, to provide maintenance services to OneSteel's rail assets in Whyalla. Transfield planned to increase its local workforce by 20 workers and were encouraged to consider alternative sources of labour by the projects Sub-Contractor, Access Working Solutions.

Access Working Solutions worked with the local Job Network provider and the Indigenous Employment Centre (Bungala) to source participants and additional funds to support training.

Sixty people expressed an interest and attended an information session. Access Working Solutions conducted initial interviews and identified 40 potential candidates including long term unemployed and Indigenous people. Candidates had medical checks and proceeded to final interviews with Transfield Services.

Twenty long term unemployed people commenced a one month induction and training program and were subsequently offered employment as Track Maintenance Workers, under a contract of training, undertaking a Certificate II in Rail Infrastructure Maintenance. Six of these workers were Indigenous.

Project Partners:

Access Working Solutions (AWS) – Sub contractor
Transfield Services – Employer/Contractor to OneSteel for track work.

Outcomes:

All participants found ongoing employment at the completion of the program.

Ⓜ

Project Strengths:

- § Employer commitment
- § Cooperative effort by service providers
- § Effective selection process
- § Support from funding bodies/regional

The flexibility of *South Australia Works in the Regions* allowed for an immediate and tailored response for the employer. *South Australia Works in the Regions* contributed \$5,000 and additional training funds and wage incentives were sourced through other partnering organisations. This encouraged the employer to consider a cohort of people they may not have previously considered.

PROJECT – BoysTown, Skills for the Future

Region/Year:	Southern Flinders 06/07
Sub-Contractor:	BoysTown
Start Date:	05/02/2007
Completion Date:	31/12/2007
Target Group:	Disengaged youth
Anticipated participants:	40
Anticipated employment outcomes:	20
Anticipated volunteer/further education outcomes:	
Budget SA Works:	\$45,000
Budget Other:	None listed for this year.
Other Partnerships/Linkages:	Local employers

Actual Outcomes – Taken from project progress forms 06/07

****Note this program has also run in 04/05 and 05/06**

	15-24		25-39		40+		Indigenous		Disabled	
	M	F	M	F	M	F	M	F	M	F
Actual Participants	10	4								
Employment Outcomes	4	1								
Accredited Training Hours	1315	525								
Non-Accredited Hours	179	71								
Volunteer Work										
Further Education or Training	2	2								

*****NOTE – This project also runs to the same model in the Northern Adelaide and Western Adelaide Regions**

Project Description:

BoysTown engages disconnected young people, who are at significant risk of not completing their schooling, to re enter education and training options, or through the BoysTown model, progress to open employment.

It has the ability to employ young people in their own commercial enterprises enabling these them to develop *real skills in real jobs*.

Project Partners:

Local employers are engaged to secure ongoing employment after participants complete BoysTown's own pre-employment in which participants are paid a wage by BoysTown in order to get an understanding of responsibilities would be like when working for a real employer.

Outcomes:

Enables participants to gain pre-employment skills for them to progress into employment within BoysTown enterprises or directly into the open labour market.

Project Strengths:

For the young person:

- Reconnection with the community;
- Growth in self esteem;

- Life and vocational skills acquisition;
- Significant reduction in offending behaviour;
- Reduction in drug and alcohol usage;
- A sense of hope and self dignity

For the community

- A decrease in vandalism;
- The establishment of positive role models both within the family unit and with peers;
- The breaking down of stereotypes;
- Money being injected into the local community through wages and the purchase of enterprise goods and services;

PROJECT – Australian Refugee Association – Connecting to Australia

Region/Year:	Western Adelaide 06/07
Sub-Contractor:	Australian Refugee Association Inc.
Start Date:	06/02/2007
Completion Date:	30/04/2007
Target Group:	Refugees, New Migrants
Anticipated participants:	28
Anticipated employment outcomes:	19
Anticipated volunteer/further education outcomes:	Work experience placements
Budget SA Works:	\$35,000
Budget Other:	\$9,687
Other Partnerships/Linkages:	Thebarton Senior College

Actual Outcomes – Taken from project completion forms (if applicable)

	15-24		25-39		40+		Indigenous		Disabled	
	M	F	M	F	M	F	M	F	M	F
Actual Participants	4		20		4					
Employment Outcomes	3		13		3					
Accredited Training Hours	648		3240		648					
Non-Accredited Hours	150		750		150					
Volunteer Work										
Further Education or Training			2							

Project Description:

The project involved two separate training programs, one in building and construction and the other in general engineering and workshop skills. The programs will be run for three days a week over a nine week period, plus an additional week at the conclusion of the training to enable participants an opportunity to undertake a full time work experience placement. Both training programs will also include a component of work skills training focussed on providing participants with knowledge around the areas of OHS&W, work safety etc. Each training program has been designed to equip participants with practical skills and knowledge which, with support from the team at ARA will enable them to gain employment at the conclusion of the training.

Project Partners:

Thebarton Senior College and CITB provide the training streams into the different vocations.

Outcomes:

The majority of participants are still actively employed, some have returned to further education in numeracy and literacy. Some have chosen not to pursue employment in these industries.

Project Strengths:

Close relationship with Thebarton Senior College – regarding case management and providing ARA with feedback on participant progress.

Big focus on additional job skills training “realities of working in Australia”.

PROJECT – Having the Edge

Region/Year:	Riverland - 04/05
Sub-Contractor:	Renmark Paringa Community Centre Inc.
Start Date:	01/11/2005
Completion Date:	30/06/2006
Target Group:	LTUE, People with barriers to employment.
Anticipated participants:	12
Anticipated employment outcomes:	8
Anticipated volunteer/further education outcomes:	None listed
Budget SA Works:	\$10,000
Budget Other:	
Other Partnerships/Linkages:	Commonwealth Rehab Services (CRS) Centrelink.

Actual Outcomes – Taken from project completion forms (if applicable)

	15-24		25-39		40+		Indigenous		Disabled	
	M	F	M	F	M	F	M	F	M	F
Actual Participants	4	4	3	1		1		1	2	1
Employment Outcomes	3	3	2	1		1		1	1	1
Accredited Training Hours	14	21	14			7			14	14
Non-Accredited Hours	70	210	140			70		70	70	140
Volunteer Work	2	1							2	1
Further Education or Training	2	1	1	2						

Project Description:

The aim of the project was to improve the employability of people who have been unemployed for a period of time or have been unable to sustain employment while also addressing employment shortages in the region.

The thirteen people who commenced the project were varying in ages, included 1 Indigenous person and 3 people with a disability. Participants improved skill levels and confidence through a supportive environment and were linked to specific employment opportunities in the Horticultural Industry.

Most of the participants were sourced through direct contact with the co-ordinator of the Renmark Paringa Community Centre or as a result of links developed by the centre with other agencies.

The project also successfully engaged participants back in to the community by assisting them with improved confidence and self esteem.

Project Partners:

Commonwealth Rehabilitation Service (referrals)
Centrelink (referrals)

Outcomes:

At the completion of the project, of the thirteen participants that commenced, 10 people found employment, 2 participated in work experience and 2 undertook further training linked to employment. Overall there was a significant impact on their quality of life.

Project Strengths:

The overall strengths of the project were the supportive partnerships established and maintained from individuals, organizations and service providers who were committed to ensuring the success of the program. The positive delivery of training, together with successful response to participant needs and requirements was also a great strength of the program.

The absolute success of the program was witnessing people who were not motivated or willing to see employment as being a possibility for them, dramatically change as a result of the program, such that they became different people with significantly altered outlooks and attitudes. The number of employment outcomes was also a great strength of the program, particularly as it has enabled more employees for local employers and achieved valid employment, career pathways and training outcomes.

Appendix C

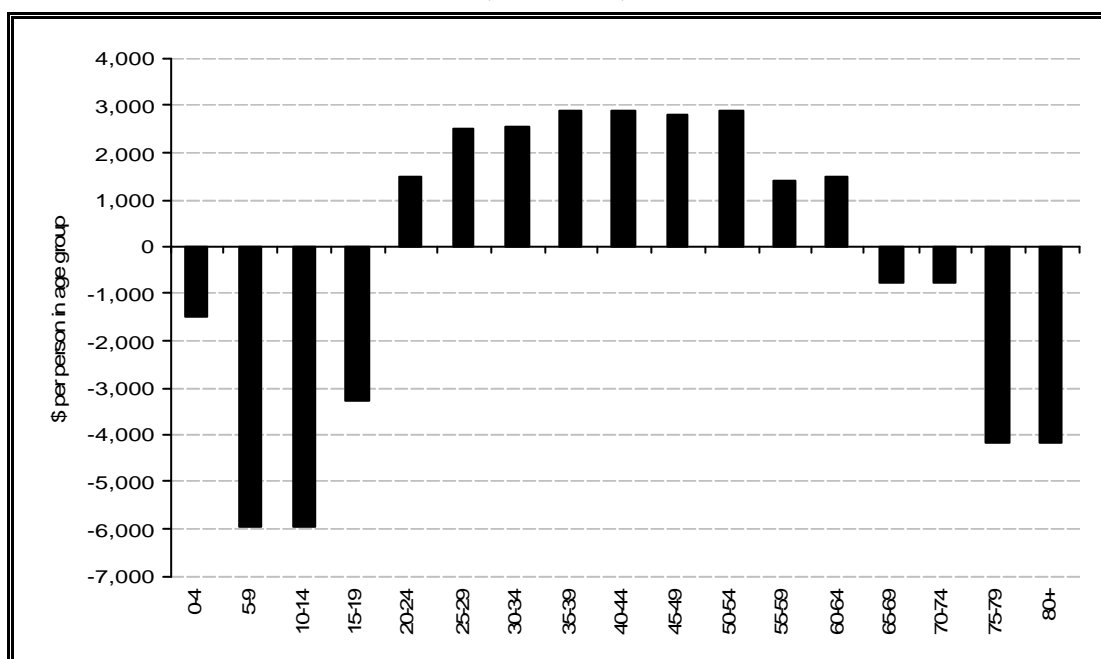
The Context for Change

Increasing workforce participation for all groups potentially can help to relieve certain budgetary stresses, but the gains from addressing long-term structural unemployment go beyond this. Employment is, for many people, foundational to economic success and self esteem. The objective of employment for all who want it is therefore fundamental to a socially inclusive society. In its report *A Fairer Victoria: Creating opportunity and addressing disadvantage (2005)*, the Victorian Government outlines strategies and policies to, *inter alia*, “Reduce barriers to opportunity” and “Build stronger communities” and policies to

To the extent that different demographic groups are supported by each other, changes in the dependency ratio can have important economic implications. For instance, to some extent the working-age population supports the non-working-age population. The projected changes in the dependency ratio mean that whereas every 10 working-age Victorians now support about 5 non-working-age Victorians, by 2050 they will be supporting about 7 non-working age Victorians.

The full ramifications of this change depend on the degree of support which is given across demographic groups.¹⁶ Figure C.2 shows the average net contribution of people in different demographic groups to Australia’s State budgets (i.e., the States and Territories in aggregate) in 2000-01.¹⁷ The “net contribution” for a person is their total revenue contribution to the budget minus the cost of transfers and services provided to them. At the beginning of the life cycle, costs to the State budget exceed a person’s revenue contributions, with the costs of school education being a major factor. School-age children had a negative contribution of nearly \$6,000 in 2000-01. In the working-age part of the life cycle contributions are generally positive, mainly because people earn incomes and pay taxes on it, but also because average per capita costs of education and health are relatively low. The working age group 25 to 54 year olds had average contributions of between \$2,000 and \$3,000 per capita. In retirement the net contributions are close to zero and even negative, due mainly to lower earned incomes (and therefore taxes) and higher budget outlays for health services. For those aged 75 and over there was a negative net contribution of about \$4,000 per annum in 2000-01.

Figure C.2
Net Contribution to State Budgets by Age Group
Persons, Australia, 2000-01



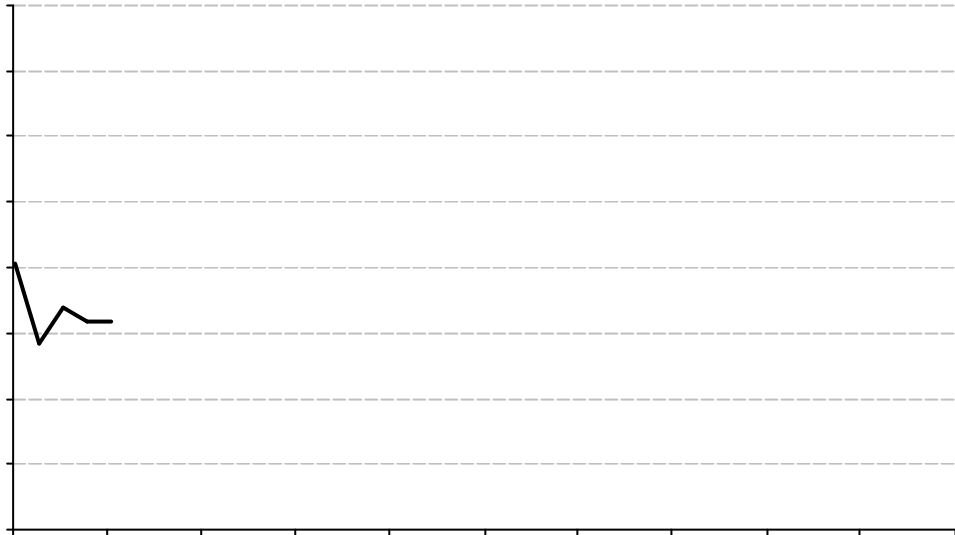
The Workforce Participation Taskforce engaged consulting groups to investigate workforce participation in Victoria, specifically, to investigate the impact that an ageing population has on the future of Victoria, and policy measures that address barriers to participation.

C2 Skills Shortages

The Reserve Bank of Australia (RBA) indicated in its February 2006 Statement on Monetary Policy that broad based labour shortages existed in the Australian economy, "...most pronounced among skilled workers in the construction and resources sectors, and in much of the business services sector." The RBA go on to say "...business surveys and liaison indicate that firms continue to face difficulty attracting suitable labour." (RBA, 2006). It appears that a c

Job vacancies for Victoria have been trending upwards over the last decade, as shown in Figure C.4. In the February 2006 quarter according to the ABS Job Vacancy series, there were approximately 31,600 vacancies in Victoria, a high figure by historical standards, although not the highest in the recent past.

Figure C.4
ABS Job Vacancies for Victoria 1996-2006, Thousands of Vacancies



are still potentially affected by incentives. But ensuring their effective participation requires more than incentives: they need assistance to develop their human capital so that they become more attractive to employers or subsidies to enhance their appeal. The Workforce Participation Partnerships is a program that seeks to enhance the human capital of people with significant labour market disadvantage.

The pool of long

Some young people experience barriers to employment in the form of inadequate education and an inability to manage the school-to-work transition. Evidence indicates that for those who experience a difficult transition (primarily early school leavers), difficulties in finding ongoing employment later in life can be significant (Lamb and McKenzie 2001). Whether a difficult transition is the cause of employment difficulties later on in life or the symptom of underlying factors causing difficulties in finding employment is not entirely clear (and indeed both may be true).

Education and training, early intervention, efforts to improve attitudes to work and encourage the development of skills and assistance to overcome health barriers are required to remove structural impediments to employment for specific groups of jobseekers.

Training, older age and a lack of vacancies are the most common single difficulties cited by unemployed persons, according to the ABS. Table C.3 shows the primary obstacles to employment as perceived by job seekers between Aug 2004 and Jun 2005. Though this table shows primary obstacles, of course in many cases a combination of factors would be to blame.

Table C.3 attitude68e primaMand Dby

Appendix D

Definitions used in Administration of the Workforce Participation Partnerships Program

The Victorian Government has allocated \$24.6 million over two years to the WPP program with the requirement that it achieve

Appendix E

Performance Indicators to Evaluate WPP

	Indicator	Data source
1. Disadvantaged job seekers		
Program	Per cent of job seekers that belong to each target group placed in employment	DVC data base
Project	Per cent of job seekers placed of total registered per target group	DVC data base
Individual	Outcomes by unemployment history	DVC data base