

Working Communities

MELBOURNE>
VICTORIA>
AUSTRALIA>

24 - 26
MARCH
2010

Uniting to Improve Social & Economic Participation



Australian Government
Department of Education, Employment
and Workplace Relations





CONTENTS

3	WELCOME
4	PROGRAM
8	WORKSHOP SESSIONS
14	KEYNOTE SPEAKERS
15	SPEAKERS
22	PARTNERS AND SPONSORS
23	EXHIBITORS

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UNITING TO IMPROVE SOCIAL & ECONOMIC PARTICIPATION

"On behalf of NESAs, in partnership with the OECD LEED Programme and with the support of the Australian Department of Education, Employment and Workplace Relations (DEEWR), I would like to extend our warmest welcome to the second biennial Working Communities International Congress.

"Improving the lives of individuals, families and communities through improved social and economic participation is an objective being pursued internationally. In 2008, we developed this event as a forum for thought leaders - to share their experiences and strategies to challenge thinking and inspire innovative solutions - towards the goal of creating healthy, vibrant and sustainable working communities. In March, we will meet again to continue this pivotal process.

"NESAs is a partner of the OECD Local Economic and Employment Development (LEED) Programme. LEED's mission is to contribute to the creation of more and better jobs through more effective policy implementation, innovative practices, stronger capacities and integrated strategies at the local level. It has provided a vital contribution to policy development for nearly three decades. Delegates to the 2010 Working Communities International Congress will benefit from the broad range of international perspectives that NESAs and LEED can provide.

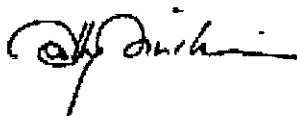
"The Organising Team has developed a strong program from a broad cross section of the Australasian and international communities.

"As you browse this program, you'll see that we've secured prominent speakers, panelists and workshop facilitators to explore the congress' themes.

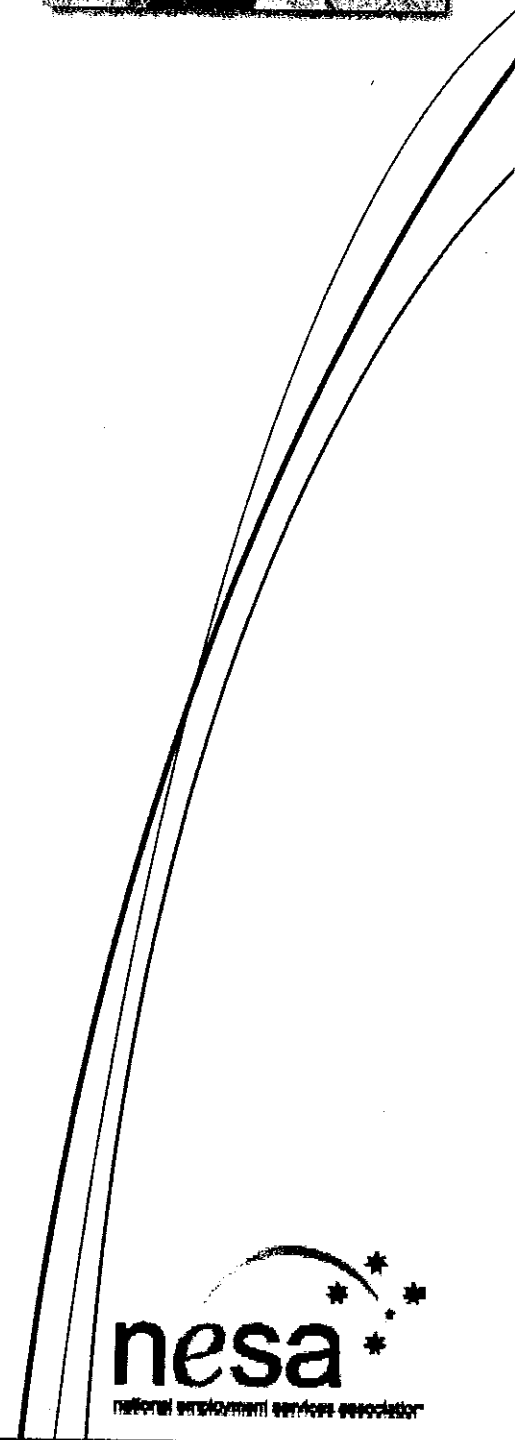
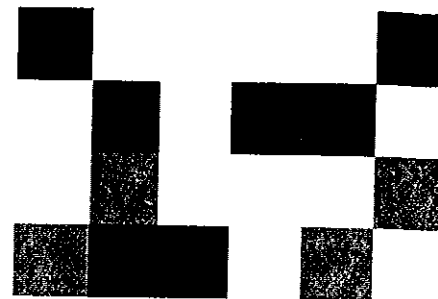
"The social events - a welcome reception and the Congress dinner - are your opportunity to network with people from other organisations, sectors and countries, who share in the challenge and aspiration to improve social inclusion and economic participation.

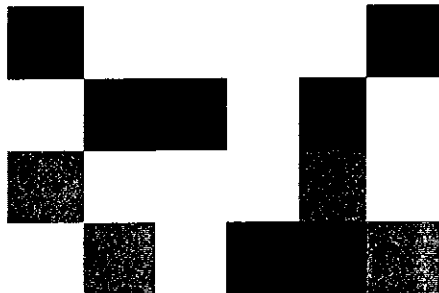
"Finally, I would like to thank our sponsors and exhibitors who continue to contribute greatly to the success of the Congress and all it is set to achieve.

"Thank you for joining us as we unite to improve social and economic participation."



Sally Sinclair, Chief Executive Officer - NESAs





PROGRAM

DAY 1 Wednesday 24 March

9.00 – 10.00 Savoy 1	Master of Ceremonies Glenn Capelli Welcome to Country Joy Wandin Murphy NESA CEO Welcome Sally Sinclair OECD Address Dr Sylvain Giguère
10.00 – 10.30 Savoy 1	OFFICIAL OPENING Australian Senator, The Hon. Mark Arbib Minister for Employment Participation, Minister Assisting the Prime Minister on Government Service Delivery
10.30 - 11.00	MORNING TEA
11.00 – 11.45 Savoy 1	PLENARY Cecilia V Estolano – Chief Strategist, State & Local Initiatives, Green for All, USA Green jobs expert, Cecilia V. Estolano, will share the programs and strategies which have seen her guide the US Government's green policies and create thousands of sustainable jobs in some of California's poorest communities. Ms Estolano joined Green For All, the leading United States organisation promoting quality green jobs, in late 2009. She spearheads Green For All's efforts to advance public-private partnerships to grow green jobs in under-served communities across the United States.
11.45 – 1.15 Savoy 1	PANEL An effective work and family regime will promote social equity and enhance people's capacities to be both good family members and productive workers Dom Thurbon - Facilitator Dr John Buchanan Professor Barbara Pocock Elleni Bereded-Samuel
1.15 – 2.15	LUNCH
2.15 – 4.15	CONCURRENT WORKSHOP SESSIONS PLEASE NOTE: Workshops will run as concurrent sessions – all streams on each day will run at the same time. Full presentation papers will be available for download post-congress from the NESA and Congress websites

STREAM	TOPIC AND PRESENTERS
Stream 1: Social Enterprises. Facilitator: Jim Davidson Savoy 2	Social Firms Australia - Building Supportive Workplaces for Employees with a Mental Illness Presented by: Caroline Crosse, Executive Director & Jeff Galvin, Consumer Advocate, Social Firms Australia (SoFA) – AUSTRALIA
	Real Work for Real People Presented by: John Perry, GM – Employment Education & Training, BoysTown – AUSTRALIA
	Social enterprises for employment creation in Australia: What they do, how they vary, what they can achieve, and the implications for research and policy Presented by: Dr May Lam, Policy Manager, Social Traders – AUSTRALIA



STREAM	TOPIC AND PRESENTERS
Stream 2: Local Partnerships Facilitator: Liz Rivers Savoy 3	Rural Industry Workforce Planning and Action - A Framework for Local-level Collective Action from the Dairy Industry Presented by: Dr Ruth Nettle, Leader, Rural Innovation Research Group and Dairy Australia Research fellowship, University of Melbourne – AUSTRALIA
	"Participate in Prosperity": A Program Response to Enhancing Social Inclusion in Queensland Presented by: Kerry Stephen, Principal Economist, QLD Department of Employment, Economic Development and Innovation (DEEDI) – AUSTRALIA
Stream 3: Capacity Building Facilitator: John Buchanan Mayfair 2	The Three Pillars Approach to Sustainable Employment Outcomes for Indigenous People Presented by: Dr Mary Jones, CEO, The Replay Group – AUSTRALIA
	The official launch of the Wareg website – A web-based educational tool to assist the transition of Australian Indigenous people living in remote and regional communities from welfare dependence to real employment Presented by: Jorge Gonzalez, Project Manager & Murray Coates, General Manager, Wunan Foundation – AUSTRALIA
Stream 4: Employment Creation & Engagement Facilitator: Adrian Panozzo Mayfair 3	The Success of Coordinating Services to Create Jobs for People with a Disability Presented by: Tina Zeleznik, CEO, Disability Works (and recipient of the 2009 National Disability Award for Business) – AUSTRALIA
	Employment Creation: Project for People with Intellectual and Developmental Disabilities in the Korean National Assembly Presented by: Dr Jongjin Kim; Director, Employment Development Institute of the Korean Employment Agency for the Disabled – KOREA
	Futures Coffeehouse – Finding Inclusion without Exclusion Presented by: Kevin O'Loughlin, CEO, Finding Futures – AUSTRALIA
Stream 5: Enhanced Service Delivery Models Facilitator: Dan Finn Grosvenor	An International Model for Partnering Presented by: Rosemary Wallage, Managing Director & CEO, Interwork Ltd - AUSTRALIA
	The UK's Prime Contractor Model - Will it deliver innovation? Presented by: Greg Ashmead, Deputy Managing Director, Ingeus Limited - AUSTRALIA
	Transformation of Service Delivery - The Challenge for Government in the Delivery of Social Services toward Greater Social and Economic Inclusion Presented by: Permenthri Pillay, Senior Associate, Booz & Co – AUSTRALIA
Stream 6: Best Practice & Innovation Facilitator: Dom Thurbon Connaught	Innovations in Enhancing Employment Outcomes - Addressing Mental Health at an Industry and Organisational Level Presented by: Therese Fitzpatrick, National Workplace Program Manager, beyondblue: the national depression initiative – AUSTRALIA
	Case Management and Employment - The Advantages and Challenges Associated with a Case Management Approach to Employment Services Presented by: Wayne Stevenson, General Manager, & Damian Green, Executive Manager Accommodation and Community Interventions, Communicare Inc – AUSTRALIA

4.15 – 4.45 AFTERNOON TEA

4.45 – 5.15 SPECIAL PRESENTATION
Savoy 1
"Journey into the Dreamtime with Didgeridoo Healing"
Jeremy Donovan – Australian Aboriginal performer, artist & speaker

6.00 – 8.00 WELCOME RECEPTION
The Residence

DAY 2 Thursday 25 March

9.00 – 9.15
Savoy 1

Moving Forward **Glenn Capelli**

9.15 – 10.00
Savoy 1

PLENARY
Colin Carter – Government Ambassador for Business Action
Colin Carter is one of Australia's premier business leaders, an authority on corporate governance, and newly-appointed Australian Government Ambassador for Business Action. As Ambassador, he is now at the forefront of the Australian Government's efforts to encourage the private sector to play an active role in Indigenous employment. Mr Carter will speak on the role that the private sector can play in improving Indigenous employment.

10.00 – 10.45
Savoy 1

PLENARY
Professor Kevin Warwick – Professor of Cybernetics, University of Reading, England
Professor Warwick stunned the world more than a decade ago when he implanted a microchip in his own arm which triggered his office doors to open and the lights to come on. Professor Warwick will unveil the enormous potential of using such technology to help socially-excluded people, including those with a disability or neurological disorder, to participate in the workforce of the future.

10.45 – 11.15

MORNING TEA

11.15 – 12.30
Savoy 1

PANEL
Employment Services as a pillar of social inclusion: lessons from Australia, the UK and the Netherlands
Jim Davidson - Facilitator
Professor Mark Considine
Professor Dan Finn
Assoc. Professor Els Sol

12.30 – 1.30

LUNCH

1.30 – 3.30

CONCURRENT WORKSHOP SESSIONS
PLEASE NOTE: Workshops will run as concurrent sessions – all streams on each day will run at the same time. Full presentation papers will be available for download post-congress from the NESAs and Congress websites.

STREAM	TOPIC AND PRESENTERS
Stream 2: Local Partnerships. Facilitator: Liz Rivers Mayfair 2	Keepit ACES: A Whole of Region Approach to Aboriginal Employment & Business Development Presented by: Kim-Trieste Hastings, Project Officer – Northern Inland NSW, Regional Development Australia, & Adam Blakester, Change Strategist, ParadigmPlay – AUSTRALIA
	Enhancing Employment Outcomes for Indigenous People in Remote Communities Presented by: Sandra Cannon, CEO, Victoria Daly Shire Council – AUSTRALIA
Stream 3A: Capacity Building Facilitator: Glenn Capelli Mayfair 3	Holistic Service Model Presented by: Gavin Ackerly, Manager, ASSET – AUSTRALIA
	How the Swedish Study Circle Enhances Social Participation Presented by: Dr Mark Brophy, Director, The Australian Study Circles Network – AUSTRALIA
	The Art of Social Inclusion Presented by: Tania de Jong AM, Founder & Chair, Creativity Australia – AUSTRALIA

STREAM	TOPIC AND PRESENTERS
Stream 3B: Capacity Building. Facilitator: Kathy Phelan Savoy 2	Taking it Online – Online Social Networking Technologies used by Indigenous Business Owners Presented by: Michelle McNamara, Lead Interactive Designer, Small World & Lani Blanco-Francis, Founder & CEO, LBF Consulting - AUSTRALIA
	What's Social Media Got to Offer? Presented by: Kathy Phelan, Director, Small World & Alan Barnett, Director – Asia Pacific, Talent Point Pty Ltd – AUSTRALIA
Stream 5: Enhanced Service Delivery Models. Facilitator: Dan Finn Savoy 3	Co-production and Public Services in recession - Higher Outcomes & Lower Cost Presented by: Rob Murdoch, Executive Director, A4e Ltd – UK
	Work and Income Job Search Service - Enhanced Model Presented by: Gloria Campbell, Regional Commissioner for Social Development, Ministry of Social Development – NEW ZEALAND
	Improving the Outcomes of a Service Delivery Model for Disadvantaged Jobseekers - Results of a Computer Simulation Presented by: Arthur van de Meerendonk, Director, Magazijn13, BV – THE NETHERLANDS
Stream 6A: Best Practice & Innovation. Facilitator: Els Sol Grosvenor	The Doorways Program - Breaking Barriers & Changing Lives Presented by: Karin Febey, Training Manager, & Steve Daley, Executive Director, Devonfield Enterprises – AUSTRALIA
	Employment Difficulties Encountered by Australians with Multiple Sclerosis Presented by: Dr Rex Simmons, Project Manager, Australian MS Longitudinal Study & Principal Research Fellow, Canberra Hospital – AUSTRALIA
Stream 6B: Best Practice & Innovation. Facilitator: Simon Breakspear Connaught	Enhancing Indigenous Training and Employment Outcomes through Valid, Reliable, Culture-fair Assessment Presented by: Peter Davidson, CEO & Senior Psychologist, Value Edge Consulting – AUSTRALIA
	Youth Unemployment: Best Practice and International Experience Presented by: David O'Sullivan, Executive Director, Reed in Partnership – AUSTRALIA
	Collaboration for Success: Working Together to Improve Social Inclusion and Employment Participation Presented by: Alison Angleton, Research and Evaluation Manager, CRS Australia – AUSTRALIA

3.30 – 4.00

AFTERNOON TEA

4.00 - 4.30
Savoy 1

PLENARY
The Hon Jason Clare MP
Parliamentary Secretary for Employment

4.30 - 5.30
Savoy 1

PLENARY
Amanda Gore – Author & professional speaker

7.00 for 7.30

CONGRESS DINNER
ZINC Restaurant, River Terrace at Federation Square

DAY 3 Friday 26 March

9.15 - 9.45
Savoy 1

PICTURE THIS...
Glenn Capelli

9.45 – 10.30
Savoy 1

PLENARY:
An education that works
Simon Breakspear - Founder & Director, Nextgen Learning
In the context of a global knowledge economy, a student's education directly impacts their future employment opportunities and capacity to meaningfully engage in society. Simon's session aims to initiate a fresh dialogue between those in the education and employment sectors. He will speak to the urgent need to upgrade education in order to create employment and life opportunities for students of all backgrounds.



10.30 – 11.00	BRUNCH
11.00 – 12.30 Savoy 1	HYPOTHETICAL The Ideal Working Community Andrew Horabin - Facilitator Explore your ideal working community - and all the ethical, practical and fanciful challenges of making it happen - with this fast and fascinating hypothetical featuring some of our outstanding speakers.
12.30 – 12.45 Savoy 1	WRAPPING IT UP
12.45 – 1.00 Savoy 1	THE FINAL CURTAIN Sally Sinclair – CEO NESA Dr Sylvain Giguère – Head OECD LEED

WORKSHOP SESSIONS

Wednesday 24 March, 2.15 – 4.15

Stream 1: SOCIAL ENTERPRISES

Social Firms Australia - Building Supportive Workplaces for Employees with a Mental Illness

Mental illness is far more prevalent than previously understood, and the unemployment rates for people with a mental illness are very high. Employment is a critical component of social inclusion, providing structure, purpose and a sense of identity, and income. It is essential that employers make the adjustments required for employees with a mental illness. SoFA establishes and supports social firms – not-for-profit enterprises with up to 50 percent of positions for people with a mental illness. As a result, many people with a mental illness have been able to get and keep a job, and the successful support strategies are being developed and documented to promote to other workplaces.

Presented by: Caroline Crosse, Executive Director & Jeff Galvin, Consumer Advocate, Social Firms Australia (SoFA) – AUSTRALIA

Real Work for Real People

It has been the experience of BoysTown that paid work brings many benefits to disadvantaged young people – a statement of the obvious that is often easier said than achieved. Well constructed and supported intermediate labour market (social enterprise) employment opportunities can help address the life issues of the person and set them up for full inclusion in the labour market with all the associated benefits. It is BoysTown's view that opportunities need to be "real, relevant and mainstream" to be fully successful. This presentation will outline a picture of the people, enterprises and outcomes. An overview of some of the difficulties and pitfalls experienced in ten years of developing and sustaining social enterprise employment opportunities for disadvantaged people will also be covered.

Presented by: John Perry, GM – Employment Education & Training, BoysTown – AUSTRALIA

Social enterprises for employment creation in Australia: What they do, how they vary, what they can achieve, and the implications for research and policy
In the non-profit sector there has been particular interest in social enterprises as a way to create employment and training opportunities for people needing supportive workplaces or a transition to mainstream employment. The Government's social inclusion policy agenda and the opportunities created by the Community Jobs Fund and DEEWR Innovation fund have seen a significant number of new or growing social enterprises funded during 2009.

Presented by: Dr May Lam, Policy Manager, Social Traders – AUSTRALIA

STREAM 2: LOCAL PARTNERSHIPS

Rural Industry Workforce Planning and Action - A Framework for Local-level Collective Action from the Dairy Industry

A common issue facing rural industries is how to realistically plan and act collectively in people capability and workforce development when the sector consists of a large number of autonomous and dispersed small to medium sized businesses that on their own command no power in the context of 'workforce-size' when engaging with employment and/or economic development services. A workforce planning and action framework that can support regional industry groups to communicate effectively with a range of stakeholders in their region about workforce needs, to prioritise efforts and to design activities.

Presented by: Dr Ruth Nettle, Leader, Rural Innovation Research Group and Dairy Australia Research fellowship, University of Melbourne – AUSTRALIA

"Participate in Prosperity": A Program Response to Enhancing Social Inclusion in Queensland

The PiP strategy represents an innovative shift from traditional policies that base funding around one specific issue to a more flexible model where the local community is engaged in identifying service gaps for clients with multifaceted needs. This continuum view shapes the delivery of the PiP strategy. PiP projects have targeted a range of barriers to employability such as: access to social welfare; general living and literacy skills; overcoming physical and mental health issues, abuse and socialization problems; overcoming 'stereotypes' associated with non-traditional employees; and availability of transport to inaccessible places.

Presented by: Kerry Stephen, Principal Economist, QLD Department of Employment, Economic Development and Innovation (DEEDI) – AUSTRALIA

STREAM 3: CAPACITY BUILDING

The Three Pillars Approach to Sustainable Employment Outcomes for Indigenous People

The Replay Group has designed a new learning model which takes into account the educational and sociological needs of the Indigenous Community, and has led to remarkable results both from an employment and an intergenerational flow-on perspective. This presentation examines the learning model in detail and looks at the journey of two of 500 graduates who have successfully achieved a Certificate III level qualification and sustainable employment.

Presented by: Dr Mary Jones, CEO, The Replay Group – AUSTRALIA

Wareg – A web-based educational tool to assist the transition of Australian Indigenous people living in remote and regional communities from welfare dependence to real employment

"Wareg" is an Aboriginal Kriol word for "work". It is also the name of an online transition to employment program developed by the Wunan Foundation in the East Kimberley region of Western Australia. The program, designed to overcome the barrier of extreme remoteness, is a step-by-step guide in preparing participants for employment. This resource has been modeled on a real life pilot program experience where cultural sensitivities have also been considered.

Presented by: Jorge Gonzalez, Project Manager & Murray Coates, General Manager, Wunan Foundation – AUSTRALIA

STREAM 4: EMPLOYMENT CREATION & ENGAGEMENT

The Success of Coordinating Services to Create Jobs for People with a Disability

Disability Works Australia developed a model that assists large employers to recruit people with disabilities and mental illnesses into their workforces by coordinating all Australian Government Initiatives. The business case to engage large national employers is strengthened considerably by the offer of a consistent process and level of service across Australia. The development of a nationally coordinated process has resulted in agreements with many large high profile nationally-based employers including Coles Group, NAB, Compass Group and Woolworths.

Presented by: Tina Zeleznik, CEO, Disability Works (and recipient of the 2009 National Disability Award for Business) – AUSTRALIA





Employment Creation: Project for People with Intellectual and Developmental Disabilities in the Korean National Assembly
Disability awareness among officials in the National Assembly is changing as a result of working closely with disabled persons as they are performing their jobs. Korea's Employment Promotion Agency for the Disabled (KEPAD) expects that this project will help boost employment of people with intellectual and developmental disabilities in the public sector, i.e. judiciary, various administrations, local governments, and public libraries.

Presented by: Dr Jongjin Kim, Director, Employment Development Institute of the Korean Employment Agency for the Disabled – KOREA

Futures Coffeehouse – Finding Inclusion without Exclusion

With a social inclusion and accessibility focus, this friendly affirming community environment offers disability-specific equipment, resources and displays, highlighting the creativity of people with disabilities as well as employment and training facilities.

Presented by: Kevin O'Loughlin, CEO, Finding Futures – AUSTRALIA

STREAM 5: ENHANCED SERVICE DELIVERY MODELS

An International Model for Partnering

Strategic partnerships, the sharing of experience and best practice, and the efficient effective development and sharing of resources are critical elements for the sustainability in a post GFC world. In 2009 Interwork Limited, an Australia Disability Employment specialist, merged with Shaw Trust Limited UK. The objective is to establish an international organization that shares best practice to support end-users (job seekers, employers and contract owners). Interwork and Shaw Trust will offer insight into a unique partnership between two not-for-profits from opposite sides of the globe.

Presented by: Rosemary Wallage, Managing Director & CEO, Interwork Ltd - AUSTRALIA

The UK's Prime Contractor Model - Will it deliver innovation?

This presentation discusses how shifts in contracting have affected innovation in service delivery and access to specialist support. Greg identifies key issues for consideration by decision makers and potential Primes, including: how to ensure a broad range of specialist groups are catered for; facilitating innovation; and engaging communities and individuals who do not access statutory job centres. In addition to delivering employment services in the UK, France, Germany, Sweden, Switzerland and Korea, Ingeus is currently contracted to assist more than 98,000 people with health conditions over three years through the UK's Pathways to Work program. The company also provides specialist services to people on health-related benefits in France and Switzerland.

Presented by: Greg Ashmead, Deputy Managing Director, Ingeus Limited - AUSTRALIA

Transformation of Service Delivery - The Challenge for Government in the Delivery of Social Services toward Greater Social and Economic Inclusion

This focus will be on what Government needs to do to transform social service delivery working across levels of government and putting the Customer (the individual/family/carer/community) front and centre of this transformation. The presentation will explore the use of technology, risk tiering and using existing government infrastructure; while examples of from both the public and private sector will also be used to share lessons learnt and innovation in service delivery.

Presented by: Permenthri Pillay, Senior Associate, Booz & Co – AUSTRALIA

STREAM 6: BEST PRACTICE & INNOVATION

Innovations in Enhancing Employment Outcomes - Addressing Mental Health at an Industry and Organisational Level

This presentation, delivered to more than 400 organisations in Australia, has been independently evaluated by the University of Nottingham and licensed to be delivered within the United Kingdom; will provide an overview of beyondblue's National Workplace Program, how it works with organisations to create change in attitudes and behaviours and a case study about how this has worked in practice.

Presented by: Therese Fitzpatrick, National Workplace Program Manager, beyondblue: the national depression initiative – AUSTRALIA

Case Management and Employment - The Advantages and Challenges Associated with a Case Management Approach to Employment Services

The focus of this presentation will be on the assessment and evaluation process, training initiatives and project outcomes, specific to the case management practices across Communicare's employment services. The presentation will also provide an overview of their practice model as it relates to the application of a case management model within employment services.

Presented by: Wayne Stevenson, GM, & Damian Green, Executive Manager
Accommodation and Community Interventions, Communicare Inc – AUSTRALIA

Thursday 25 March, 1.30 – 3.30

STREAM 2: LOCAL PARTNERSHIPS

Keepit ACES: A Whole of Region Approach to Aboriginal Employment & Business Development

The Keepit ACES (Aboriginal Community Employment Strategy) is a 'whole of region' approach to Aboriginal employment. It recognizes that governments cannot sufficiently address this need working alone, and strategies are required to better coordinate the efforts and strengths across the Keepit Region in New South Wales. The work is led by a new consortium of four Aboriginal organizations plus the Northern Inland NSW office of Regional Development Australia. Some significant outcomes have been achieved in a brief time and with relatively modest resources. Presented by: Kim-Trieste Hastings, Project Officer – Northern Inland NSW, Regional Development Australia & Adam Blakester, Change Strategist, ParadigmPlay – AUSTRALIA

Enhancing Employment Outcomes for Indigenous People in Remote Communities
In July 2008, Victoria Daly Shire was created by amalgamating eight remote community councils as part of the Northern Territory reform process, to 'develop strong local economies and jobs for local people'. Since this time, the council has increased employment from 180 to 320 full-time equivalent (FTE) staff, of which 77 percent are local Indigenous people. This presentation will explore the strategies used to gain such great outcomes in a short period of time.

Presented by: Sandra Cannon, CEO, Victoria Daly Shire Council – AUSTRALIA

STREAM 3A: CAPACITY BUILDING

Holistic Service Model

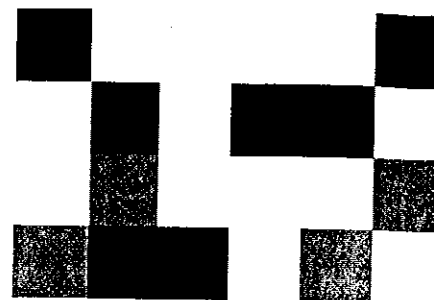
Asylum Seekers are some of Australia's most disadvantaged people. While often grouped with refugees, their experience in Australia is in fact very different from their counterparts. Long term instability and uncertainty coupled with the ineligibility for government support, means that asylum seekers require a unique style of employment service provision. ASSET – the Asylum Seeker Service for Employment and Training – is the only employment and training service dedicated to asylum seekers in Australia. It receives no government funding, assists over 200 clients per year who receive no access to government employment support, government-funded TAFE courses or traineeships. It is operated by one full time paid staff member and 27 volunteers.

Presented by: Gavin Ackerly, Manager, ASSET – AUSTRALIA

How the Swedish Study Circle Enhances Social Participation

Study circles are an extremely effective non-formal, small group, deliberate dialogue learning format that Sweden has been refining for over 100 years. A key principle of study circles is diversity in participation. Everyone is invited to the dialogue. Those who face barriers to employment, such as people with a mental illness or disability, the homeless, indigenous people, ex-offenders and youth, engage in democratic dialogue with those in power, on equal terms. A major tenet of the Dialogue to Change Program is that the problems the disadvantaged face are not just theirs – these are problems we all face – and we all need to work through them.

Presented by: Dr Mark Brophy, Director, The Australian Study Circles Network - AUSTRALIA





The Art of Social Inclusion

Social inclusion of migrants and other disadvantaged groups and individuals is an ongoing challenge. Addressing this through innovative creative leadership programs is one way of creating new networks, improved language and communication skills, wellbeing and employment pathways. Creativity Australia is developing a number of programs which bridge social capital between unemployment and disadvantaged people and executives and employees of business and government. By using the universal language of music and song, new networks and mentoring are occurring and are leading to employment pathways and jobs.

Presented by: Tania de Jong AM, Founder & Chair, Creativity Australia – AUSTRALIA

STREAM 3B: CAPACITY BUILDING

Taking it Online – Online Social Networking Technologies used by Indigenous Business Owners

This presentation will provide a case study of what social media strategies were considered most successful by participants and yielding the best results for their target audiences and customers, focusing on a project between the Indigenous Women's Business Group and Small World. The project explored and tested the best use of online social networking technologies for the purpose of supporting, connecting and prompting Indigenous women business owners. A key focus of the project has been to illuminate innovative approaches to supporting Indigenous business, their founder's skills, their professional networks and enhancing their individual and collective business growth and employment.

Presented by: Michelle McNamara, Lead Interactive Designer, Small World & Lani Blanco-Francis, Founder & CEO, LBF Consulting - AUSTRALIA

What's Social Media Got to Offer?

This presentation will provide a range of case studies that will describe how social media has been used to enhance collaboration, knowledge sharing and skill development across a range of private and public sector Australian organizations. The case studies will feature strategies including strategic planning, research, consultation, campaign design, implementation and evaluation.

Presented by: Kathy Phelan, Director, Small World & Alan Barnett, Director – Asia Pacific, Talent Point Pty Ltd – AUSTRALIA

STREAM 5: ENHANCED SERVICE DELIVERY MODELS

Co-production and Public Services in recession - Higher Outcomes and Lower Cost

The recession, credit crunch and increasing consumer demands from public services are creating unprecedented need for innovation and new models of public service delivery. Within this context all providers of public services – public, private and not-for-profit – need to explore ways to redesign services. This presentation will share international examples of innovation in personalized public services. It will look at evidence and opportunities for higher performing service to the public whilst reducing the cost to the state.

Presented by: Rob Murdoch, Executive Director, A4e Ltd – UK

Work and Income Job Search Service - Enhanced Model

The Job Search Service was developed in a way that ensured our practices would evolve to meet the needs of our clients and the wider community as times and circumstances changed. This way of working was implemented at a time when New Zealand's economy was strengthening; the labour market was tightening and there were increasing levels of skill shortages.

Presenter: Gloria Campbell, Regional Commissioner for Social Development, Ministry of Social Development – NEW ZEALAND

STREAM 6A: BEST PRACTICE & INNOVATION

Improving the Outcomes of a Service Delivery Model for Disadvantaged Jobseekers
- Results of a Computer Simulation

One of the main challenges in the Job Services contracting model remains this issue of including the highly disadvantaged groups such as long-term unemployed, people with poor skills or disabilities, and ethnic minorities (or indigenous groups). How can governments ensure that those groups receive the services in a market that allows for profit making as an incentive? Under a new computer simulation model of a welfare to work services market (pre-tender) this presentation discusses various design choices, such as award criteria, the funding formula, the application of Star Rating, etcetera. Which placement outcomes, provider benefits, and costs for government result from such design choices? And which design would target services most to these disadvantaged groups?

Presented by: Arthur van de Meerendonk, Director, Magazijn13 BV – THE NETHERLANDS

The Doorways Program - Breaking Barriers & Changing Lives

This is a critical pre-employment training opportunity which assists disadvantaged job seekers achieve a positive outcome where they attain the employability skills necessary for work. 'Doorways' quite simply breaks down barriers and changes the lives of those who access the program. The Doorways model combines four crucial and interdependent components, and is a fine example of cutting edge service delivery that is highly innovative and person focused.

Presented by: Karin Febey, Training Manager, & Steve Daley, Executive Director, Devonfield Enterprises – AUSTRALIA

Employment Difficulties Encountered by Australians with Multiple Sclerosis

Multiple Sclerosis (MS) is a chronic inflammatory disease of the brain and spinal cord for which there are some treatments but as yet no cure. People with MS often have difficulty maintaining employment. Recent research has shown that careful management of MS symptoms such as fatigue and mobility problems, and early planning and adjustment of the workplace before major disability occurs, might hold the key to retaining employment for people with MS and perhaps some other chronic diseases.

Presented by: Dr Rex Simmons, Project Manager, Australian MS Longitudinal Study & Principal Research Fellow, Canberra Hospital – AUSTRALIA

STREAM 6B: BEST PRACTICE & INNOVATION

Enhancing Indigenous Training and Employment Outcomes through Valid, Reliable, Culture-fair Assessment

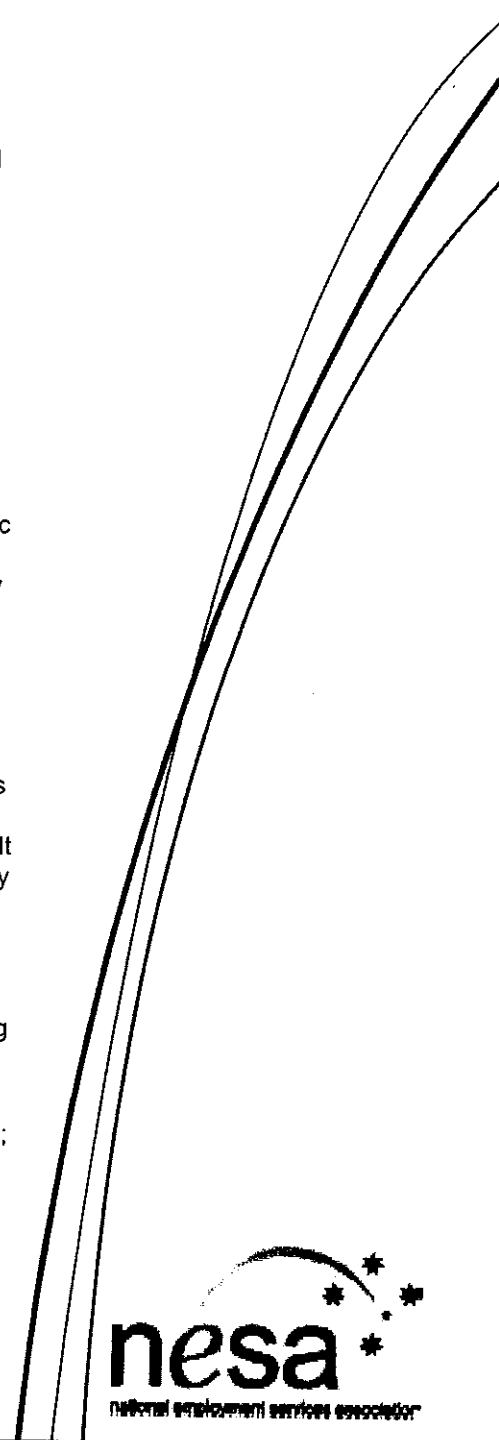
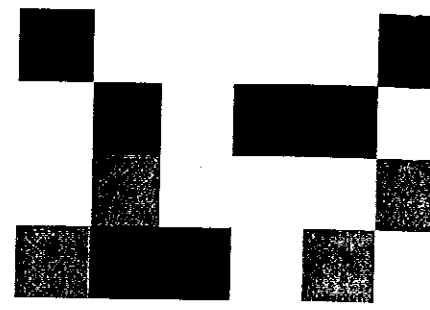
Since 2004, Value Edge Consulting has completed over 4,000 "Q Test" assessments with a variety of companies and organizations throughout Australia and Asia. The Q Test provides a unique insight into a candidate's training and employment potential. It has become increasingly clear that valid, reliable, culture-fair assessment can greatly assist in optimizing outcomes relating to the training, employment and retention of Indigenous candidates. This presentation will highlight operational case studies of how the Q Test has positively impacted on a range of Indigenous training and employment programs.

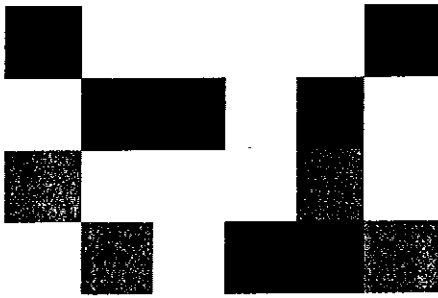
Presented by: Peter Davidson, CEO & Principal Psychologist, Value Edge Consulting – AUSTRALIA

Youth Unemployment: Best Practice and International Experience

The presentation will focus on: Reed in Partnership's existing research and evidence; and best practices and innovation to manage growth in youth unemployment. This will include discussion of barriers to work faced by young people, their motivations and activities with which to engage them in the community.

Presented by: David O'Sullivan, Executive Director, Reed in Partnership – AUSTRALIA





Collaboration for Success: Working Together to Improve Social Inclusion and Employment Participation

This presentation will highlight factors critical to the success of two collaborative service delivery projects assisting people with psychiatric illness. Through a shared awareness of service roles and responsibilities, primary health care professionals were better able to identify critical pathways and points at which clients with psychiatric illness were most likely to benefit from accessing mental health, social participation and employment interventions. Factors critical to success in both the collaborations will be highlighted, as well as how taking a risk and being open to new ways of working can result in some unexpected spin offs.

Presented by: Alison Angleton, Research and Evaluation Manager, CRS Australia – AUSTRALIA

KEYNOTE SPEAKERS

Cecilia V. Estolano (USA)

In December 2009, Cecilia V. Estolano joined Green For All, the national organization which advocates for broad access and opportunity in the clean-energy economy. As Chief Strategist of State and Local Initiatives, Ms Estolano is charged with spearheading Green For All's effort to scale public-private partnerships as a means to grow family-supporting, green jobs in cities across the United States, particularly in under-served communities. She also promotes policies and practices that support green-construction and clean-tech manufacturing jobs.

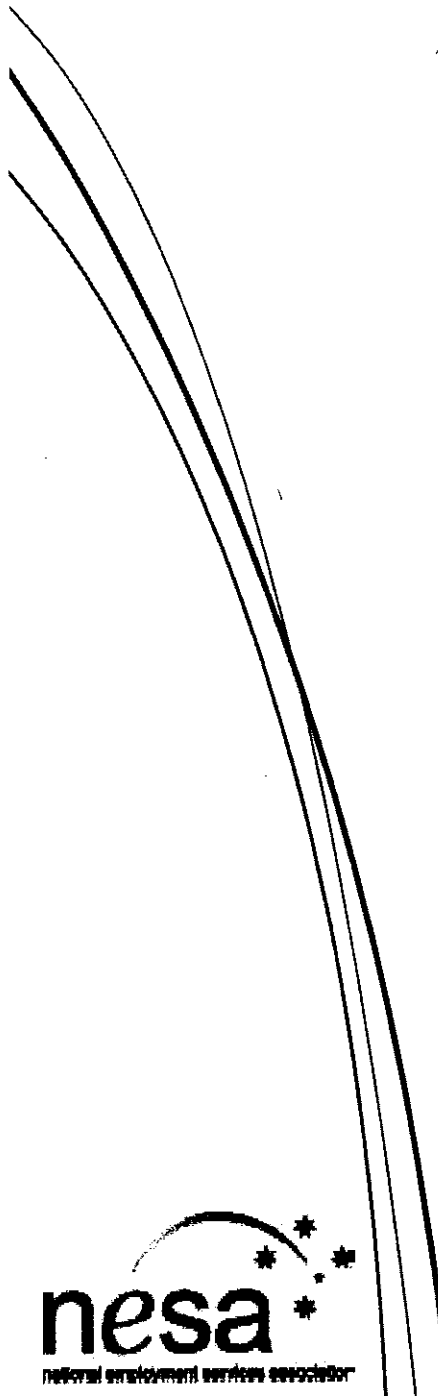


From May 2006 to November 2009, she was the Chief Executive Officer of CRA/LA (Community Redevelopment Agency of the City of Los Angeles), the largest redevelopment agency in the State of California. She redefined the role of CRA/LA to encompass a broad mission of creating economic opportunity and improving the quality of life for current and future generations living in CRA/LA project areas. Under her leadership, CRA/LA focused on creating family-supporting jobs, producing affordable and workforce housing, promoting sustainable urbanism and delivering significant, transformative investment to areas of Los Angeles that have not shared in the city's cycles of prosperity. During her tenure, CRA/LA rebuilt its housing department, adopted a landmark policy on local hiring in construction jobs receiving financial support from CRA/LA, and adopted a Healthy Neighborhoods policy as a blueprint for incorporating sustainability principles throughout CRA/LA's practices, programs and projects.

Prior to joining CRA/LA, she was Counsel in the Los Angeles office of Gibson, Dunn & Crutcher. From 2001 to 2004, Ms Estolano served as Special Assistant City Attorney for land use, economic development and environment for Los Angeles City Attorney Rocky Delgadillo, where she was the City's top negotiator in achieving a landmark settlement in Clean Water Act litigation brought by the US Department of Justice, US EPA Region IX, the State of California and the Santa Monica Baykeeper regarding the City's sewer system.

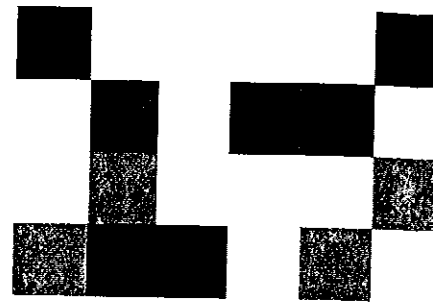
Cecilia Estolano served on the California Coastal Commission from 1999 to 2002. From 1993 to 1995, she served as Senior Policy Advisor with the US Environmental Protection Agency and she served as Los Angeles Mayor Tom Bradley's Environmental Policy Advisor from 1991 to 1993.

She is a graduate of Boalt Hall School of Law and holds an M.A. in Urban Planning from UCLA. She received her undergraduate degree in Social Studies with honors from Harvard-Radcliffe Colleges.



Kevin Warwick (United Kingdom)

Kevin Warwick is Professor of Cybernetics at the University of Reading, England, where he carries out ground-breaking research in artificial intelligence, control, robotics and cyborgs – with technological, medical and social inclusion implications.



Kevin was born in Coventry, UK and left school to join British Telecom, at the age of 16. At 22 he took his first degree at Aston University, followed by a PhD and research post at Imperial College, London. He subsequently held positions at Oxford, Newcastle and Warwick Universities before being offered the Chair at Reading, at the age of 33.

Perhaps Kevin is best known for his pioneering experiments involving a neuro-surgical implantation into the median nerves of his left arm, to link his nervous system directly to a computer to assess the latest technology – for use with the disabled. He was successful with the first extra-sensory (ultrasonic) input for a human, and also with the first purely electronic communication experiment between the nervous systems of two humans.

Kevin's most recent research involves the invention of an intelligent deep brain stimulator to counteract the effects of Parkinson Disease tremors. The tremors are predicted and a current signal is applied to stop the tremors before they start – this is shortly to be trialled in human subjects. Another project involves the use of cultured/biological neural networks to drive robots around – the brain of each robot is made of neural tissue.

Kevin has been awarded higher doctorates (DSc) both by Imperial College and the Czech Academy of Sciences, Prague, and received Honorary Doctorates from Aston University and Coventry University in 2008. He was presented with The Future of Health Technology Award in MIT; was made an Honorary Member of the Academy of Sciences, St. Petersburg; received the IEE Senior Achievement Medal in 2004; and in 2008 the Mountbatten Medal.

SPEAKERS

Elleni Bereded-Samuel (Australia)

Elleni Bereded-Samuel was born in Ethiopia and is the first African Commissioner for the Victorian Multicultural Commission. She has focused her life's work on strengthening education, training and employment for culturally and linguistically diverse communities in Australia.

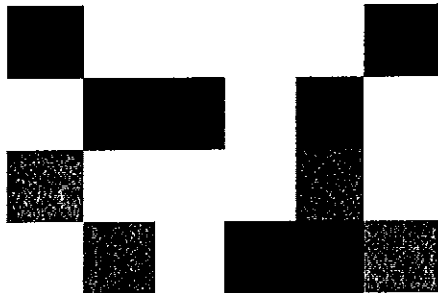


Elleni is now the Community Engagement Advisor and Coordinator at Victoria University. She is on the Board of Directors of the Royal Women's Hospital and chairs the Community Advisory Committee, and was recently appointed to the Board of Directors of SBS (Australia's multicultural broadcasting service, which broadcasts on television, radio and via the internet in more than 60 languages). Commissioner Bereded-Samuel is also on the Australian Government's Social Inclusion Board.

Elleni was one of the recipients of the Victoria University Vice-Chancellor's Citations and Award for Outstanding Engagement with CALD (culturally and linguistically diverse) communities in Australia. She also received Victoria's premier award for Excellence in Multicultural Affairs Education, and a Prime Minister's International Year of Volunteers Award. Her name has been included on the Victorian Honour Roll of Women, and she's received the 2008 Diversity@Work Individual Champion Award for Diversity and Inclusion by Sir Bob Geldof.

In 2006, Elleni was named on the "Who's Who of Australian Women". In 2008, she was selected as one of twelve significant women in the state of Victoria as part of the 100 years of women's suffrage reflection and celebration. Elleni was also invited to participate in, and contribute to, the "Strengthening communities, supporting families and social inclusion" stream of the Australian Government's *Australia: 2020 Summit*.





Simon Breakspear (Australia)

At 26, Simon represents the 'New School' of educational leadership and reform. He works to develop innovative, creative and entrepreneurial solutions to solve the most pressing educational challenges of our time.



Simon is an experienced mentor, teacher and leader. He has years of experience speaking with more than 20,000 students across Australia on the areas of leadership, independent learning and success in the global labour market. In 2008 Simon was awarded a Commonwealth Scholarship to complete a MSc. in Comparative and International Education at the University of Oxford. Most recently, he has received a Gates Scholarship to conduct a PhD in educational leadership at the University of Cambridge.

Simon's presentation will look at how, in the context of a global knowledge economy, a student's education directly impacts their future employment opportunities and capacity to meaningfully engage in society. Simon's session will initiate a fresh dialogue between those in the education and employment sectors. He proposes that collaborative *system leadership* across these fields will be critical to improved learning, inclusion and opportunity for all students.

Simon will speak to the urgent need to upgrade education in order to create employment and life opportunities for students of all backgrounds. He argues that *engagement* must become the system's central focus in order for students to become confident, resilient and independent lifelong learners. Furthermore, Simon will explain how *effective teaching and school leadership* can triumph over ingrained disadvantage and set positive employment and life trajectories for students.

John Buchanan (Australia)

Dr John Buchanan is Director of the Workplace Research Centre, Faculty of Economics and Business at the University of Sydney. Between 1988 and 1991 he was part of the team that undertook the first Australian Workplace Industrial Relations Survey (AWIRS). He joined the Workplace Research Centre (formerly ACIRRT) in 1991 and has been its Director since 2005. Until recently his major research interest has been the demise of the classical wage earner model of employment and the role of the state in nurturing new forms of multi-employer co-ordination to promote both efficiency and fairness in the labour market. Building on this research, he is now devoting special attention to the evolution of the labour contract, working life transitions and the dynamics of workforce development.



John was one of the authors of *Australia at work: just managing?* (1999), and *Fragmented Futures: New Challenges in Working Life* published by Federation Press in 2003. These texts provide an overview of the restructuring of work in Australia since the 1970s. His most recently co-authored book is *Safety in Numbers: Nurse-patient ratios and the future of health care*, published by Cornell University Press in 2008.

Glenn Capelli (Australia) Congress MC

A professional speaker, author, songwriter, radio and television presenter and creator of Dynamic Thinking; Glenn Capelli has delivered a message of creativity, innovation and thinking smarter to audiences around the world. A member of MENSA, Glenn was awarded a prestigious Winston Churchill Fellowship in 1987, which he used to further his research into better ways of thinking and learning. Now considered an expert educator in thinking and learning skills, Glenn has become Australia's most awarded professional speaker. His previous award-winning cable television series, *Born to Learn*, aired to more than 26 million households across the USA, while his current program, *Thinking Caps*, is heard around Australia each week.



Glenn uses his unique, involving, humorous and entertaining presentation style to teach audiences to become more flexible thinkers, leaders and life-long learners in today's crazy, fast paced world.

Colin Carter (Australia)

Colin Carter is one of Australia's premier business leaders, an authority on corporate governance, and newly-appointed Australian Government Ambassador for Business Action.



Colin is a strong advocate for the role that Australian business can play in helping Indigenous people overcome disadvantage. In February 2010, he was appointed by the Australian Prime Minister, Kevin Rudd, as Ambassador for Business Action. In this role, Colin is now at the forefront of the Australian Government's efforts to encourage the private sector to play an active role in improving Indigenous employment.

Colin has an extensive consulting background in organisational and business strategy. He is a former Senior Vice-President of, and a current Senior Adviser to, The Boston Consulting Group. His interests include corporate governance issues, and in recent years Colin has carried out board performance reviews for a number of companies as well as co-authoring a top-selling book on boards, *Back To The Drawing Board*.

A Non-executive Director of Wesfarmers Ltd and SEEK Ltd; Colin is also a Director of World Vision Australia and the Geelong Football Club. He is Chair of the AFL Foundation, and sits on the board of Indigenous Enterprise Partnerships - an organisation that aims to foster Indigenous economic and social development. Colin has a Bachelor of Commerce degree from Melbourne University and an MBA from Harvard Business School where he graduated with Distinction and as a Baker Scholar.

Mark Considine (Australia)

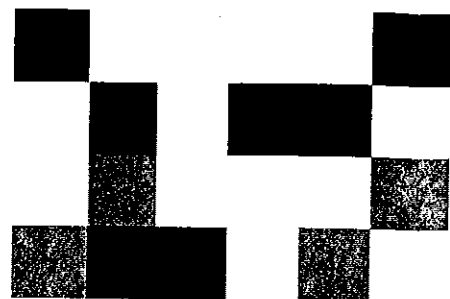
Professor Mark Considine is the Dean of the Faculty of Arts at The University of Melbourne, Australia. His research areas include governance studies, comparative social policy, employment services, public sector reform, local development, and organisational sociology. Mark is an Australian Research Council Professorial Fellow and a Fellow of the Institute of Public Administration Australia (Victoria) and the Australian Academy of Social Sciences.



Mark's current research has two related strands. He is involved in comparative studies of the reform of employment services in Australia, the UK, the Netherlands and other OECD countries. This work builds upon his four country study of reform in Australia, Britain, New Zealand and the Netherlands, published as *Enterprising States: The Public Management of Welfare to Work* (Cambridge University Press, 2001). A second set of projects looks at the emergence of networks as an alternative to markets and hierarchies in the organisation of government and new governance systems. Networks in this case include both personal ties or affiliations among political actors, as well as institutional linkages or relationships. The program of work on network governance includes a new study of partnerships, pacts and other local collaborative structures for achieving improved social inclusion, economic participation and democratic renewal in Australia, Austria, Italy, the UK, Canada and Ireland.

Jim Davidson (Australia)

Jim Davidson is the Chief Executive Officer (CEO) of TVET Australia, a company owned by the members of the Ministerial Council for Tertiary Education and Employment (MCTEE).





As CEO of TVET Australia, Jim has responsibility for overseeing the secretariats for the National Quality Council, the National Industry Skills Committee, the National VET Equity Advisory Council, and the Flexible Learning Advisory Group. Additionally, Jim Davidson has overall responsibility for the National Audit and Registration Agency as well as TVET Australia's commercial arm, Training Products Australia (TPA).

Prior to taking up the position as CEO of TVET Australia, Jim was the Deputy Secretary, Tertiary, Youth and International for the Department of Education, Employment and Workplace Relations (DEEWR). Until recently, Jim was also the Chair of the Flexible Learning Advisory Group (FLAG), the body which manages the national training system's e-learning strategy, the Australian Flexible Learning Framework (Framework).

Jim has more than 30 years experience in the public sector with the Australian, Victorian and South Australian Governments. He holds a Bachelor of Arts (Hons), Masters Degree in Social Administration and Graduate Diploma in Applied Science (Social Statistics).

Jeremy Donovan (Australia)

Jeremy 'Yongurra Yerin' Donovan is an Indigenous Australian and a descendant of the Kuku-Yalanji peoples of Far Northern Queensland.



Jeremy is known by many people as 'Keeper of Wisdom' and the 'bridge between two worlds'. He shares his life and personal stories through music, art, dance and healing with thousands of people each year from all corners of the world.

At the Congress, Jeremy will give a presentation titled "Journey into the Dreamtime with Didgeridoo healing" in which he will talk about the connection to Ancestral Spirits and the Animals and how they play such a strong role in the shaping of people's lives. Jeremy will also take delegates on a cultural journey.

He is recognised as one of the Australia's fastest growing young Aboriginal Artists, with four sell-out solo exhibitions in Australia and the USA, and artwork being displayed throughout the world.

Dan Finn (United Kingdom)

Dan Finn is Professor of Social Inclusion at the University of Portsmouth and was previously co-Director of the university's independent Unemployment Unit. Dan has written extensively on labour market programmes, reform of public employment services and the implementation of welfare to work strategies.



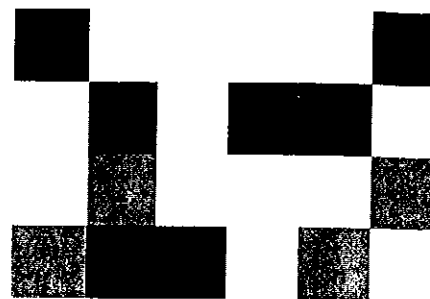
Throughout his career, Dan has carried out, supervised, and managed a broad range of research projects. He has been a special adviser for parliamentary inquiries and other UK bodies, such as the National Employment Panel and UK Commission on Employment and Skills. He has extensive research and policy contacts in Europe, the USA and Australia and has been a Visiting Professor at the University of Melbourne.

Dan's research interests include policy responses to unemployment, the reform of public employment services, activation, the implementation of welfare to work strategies and integration of employment and skills provision. Dan has a particular interest in contracting out and has completed recent studies of 'welfare markets' in the UK, USA, the Netherlands and Australia, and was Special Advisor to the House of Commons Work and Pensions Select Committee inquiry into the 'DWP's Commissioning Strategy and the Flexible New Deal', published in March 2009.

Dan is an Associate Director at the Centre for Economic and Social Inclusion, an independent, not-for-profit organisation. The centre plays a significant role in the UK in undertaking applied research, disseminating best practice, providing policy advice to government and NGOs, and in working with peer European and international networks. This work involves also direct policy development, including briefings and formal presentations for Ministers, civil servants and other policy makers on emerging research findings and international best practice.

Amanda Gore (Australia)

A communications and performance expert, Amanda Gore uses the science of the heart, and the principles of emotional intelligence and neuroscience, to help leaders achieve the results they need by getting people engaged in, enthusiastic about, and aligned with organisational goals and vision.



Amanda will help delegates reconnect to the energy and emotional layers that *really* drive performance, innovation, relationships, engagement and creativity. She teaches that our perceptions determine our feelings, which directly affect our behaviour. Until we change our perceptions, we won't change our behaviour. Amanda changes perceptions, and feelings.

Author of five books and several DVD and audio training programs, Amanda has a Bachelor's degree in physiotherapy, a major in psychology, and expertise in neuroscience, ergonomics, group dynamics, stress management, neurolinguistics, and emotional intelligence.

Sylvain Giguère (France)

Congress Partner

Dr Sylvain Giguère is Head of the Local Economic and Employment Development (LEED) Division at the OECD. He manages a team of 25 economists, analysts and support staff based at both the OECD Headquarters in Paris and the OECD LEED Centre for Local Development in Trento, Italy.



A Canadian national, Sylvain joined the OECD in 1995, first to work in the Directorate for Employment, Labour and Social Affairs (DELSA). In 2002 he was appointed Deputy Head of the LEED Programme, where he developed a policy research agenda to provide guidance on how public policies can be better co-ordinated and adapted to local conditions to improve economic and social outcomes. This work has produced a broad range of policy lessons, from labour market policy to economic development.

Sylvain's work has been published widely, not only by the OECD but also by Palgrave Macmillan and Nikkei among others. He studied economics at University of Quebec in Montreal and Queen's University (Kingston, Ont.), obtaining a BSc and MSc and specialising in labour demand modelling; he holds a PhD in Economics from University of Paris 1 (Sorbonne), where he studied the governance of public policy in conditions of interdependence.

Sylvain Giguère will represent the OECD LEED Division at Working Communities International Congress, and will provide delegates with insights into LEED's key policy messages on creating more and better jobs.

Andrew Horabin (Australia)

Facilitator

Andrew Horabin is a professional speaker, trainer, comedian, author and award-winning singer songwriter. Over sixteen years, he has worked with big and small business, government departments, community organisations and more than 100 schools.



Andrew has written the book BULLSHIFT and is the creator of The Eldership Project, aimed at re-creating Eldership in modern life.

As a facilitator of hypotheticals, Andrew also helps people explore complex and important issues in a fast, entertaining and highly stimulating way. Andrew will moderate and facilitate a hypothetical about the "Ideal Working Community", which will allow delegates to explore their ideal working community, along with all the ethical, practical and fanciful challenges of making it happen. The fast and fascinating session will be held on the final day, and will feature some of the Congress' outstanding guest speakers.





Barbara Pocock (Australia)

Professor Barbara Pocock is Director of the Centre for Work + Life at the Hawke Research Institute for Sustainable Societies, at the University of South Australia. She established the Centre in 2006.



Barbara was initially trained as an economist and has been researching work, employment and industrial relations for over twenty-five years. She has worked in a range of jobs including the Reserve Bank of Australia, farming, trade unions and in government. She has also worked advising politicians and as a mother.

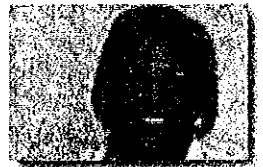
Her past research includes analysis of employment relations, work, gender, vocational education, the regulation of industrial relations, unions and inequality. She has led the Australian Association of Industrial Relation Academics of Australia and New Zealand, and is a board member of The Australia Institute, the SA Public Sector Performance Commission Advisory Board, the Strategic Council of the Climate Institute and the Festival of Ideas Board. In 2007, Barbara won the 'society' category of The Bulletin's 'Smart 100 Australians'. She has been a Dunstan Fellow (2006), a Queen Elizabeth II fellow (2003-2007), a Visiting Fellow at the International Institute for Labour Studies, International Labour Organisation, Geneva, and a Visiting Fellow at Ruskin College, Oxford in 2005.

At present, with colleagues at the Centre for Work + Life, Barbara is studying the changing nature of work and its intersections with changing household and social life, with Australia as the primary focus.

Sally Sinclair (Australia)

Congress Host

Sally is the CEO of NESA (National Employment Services Association) – the organisation hosting Working Communities International Congress. NESA was established in 1997 and is the peak body for all providers of Australian Government-funded employment and related services.



NESA members are organisations that deliver government contracted employment and related services. On behalf of its membership, NESA works with Government, employers and others to achieve continued improvements in service provision to Australian job seekers, particularly those who are disadvantaged and face challenges joining the workforce or increasing their participation in work.

Sally has extensive experience designing, developing and delivering employment services. She has held industry and government appointments including convening numerous employment services reference groups and working parties. She also has extensive experience both in business and as the CEO of both private and community sector organizations delivering a range of government and philanthropically funded employment services.

With a BSc (Hons) majoring in Neuropsychology from the University of Melbourne, Sally's business leadership skills have proven pivotal to many national organisations and industry bodies. Together with Government departments and universities, these organisations have benefited from having her on their Board or in senior advisory roles over the past 15 years.

Dom Thurbon (Australia)

Dom Thurbon is a world top-ten speaker and a leading authority on Generation Y and workforce trends. He has researched and speaks on issues including workforce trends, employer branding and attracting, retaining and marketing to Generation Y.



After graduating from the University of Sydney, Dominic opted to join Peter Sheahan as lead researcher on his business book, *Flip: How counterintuitive thinking is changing everything* (now published in Australia, the US, the UK and India); while simultaneously undertaking his honours thesis in Political Science.





As Head of Research for Peter Sheahan, he has written a wide variety of articles and reports on the impact of Gen Y in our workplaces and broader society, and actively commentates on the subject. He has led the development of one of the most comprehensive Generation Y research projects in the world, and regularly assists in the preparation of presentations to clients such as Google and News Corporation.

Dom is also co-founder and Managing Director of the Centre for Skills Development, a multimillion dollar company which connects organisations with important messages to hard-to-reach markets. In his work with the Centre, Dominic and his team of 10 have employed their in-depth knowledge of Gen Y, workforce trends and skills shortages in executing projects for major multinational clients that focus on delivering messages into markets that are hard to reach, such as schools and educational institutions.

Dom's speaking skills have been recognised with consistent top-ten Australian, Australasian and World rankings in debating. In 2006, at the World Debating Championships (the largest gathering of speakers in the world) held in Dublin, he was the 7th ranked speaker in the world; and in 2008 he was a grand finalist at the tournament.

Els Sol (The Netherlands)

Els Sol – a sociologist and economic geographer – is Associate Professor at the Hugo Sinzheimer Institute of the Faculty of Law at Amsterdam University. She published on employment services in eight countries in the book *Contractualism in Employment Services: A New Form of Welfare State Governance*.



Els leads a major four-year university research program *Pathways to work* encompassing ten research projects all trying to bridge the gap between research and practice for different (client, work, institutional) environments of welfare to work.

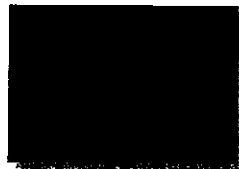
Also she operates as partner for the University of Amsterdam in a new three year EU research program entitled: *Meeting the challenges of economic uncertainty and sustainability through employment, industrial relations, social and environmental policies in European countries (GUSTO)* which explores various models of both policies and systems of governance to cope with uncertainty while seeking security and appraises their relative success in order to develop a new concept to analyse social models. Currently Els is also involved in comparative studies of employment services in Australia, the United Kingdom and the Netherlands.

She is fellow of the Amsterdam Institute for Advanced Labour Studies (AIAS), has been a.o. advisor for OECD/LEED program, British Policy Exchange and the Dutch Start Foundation.

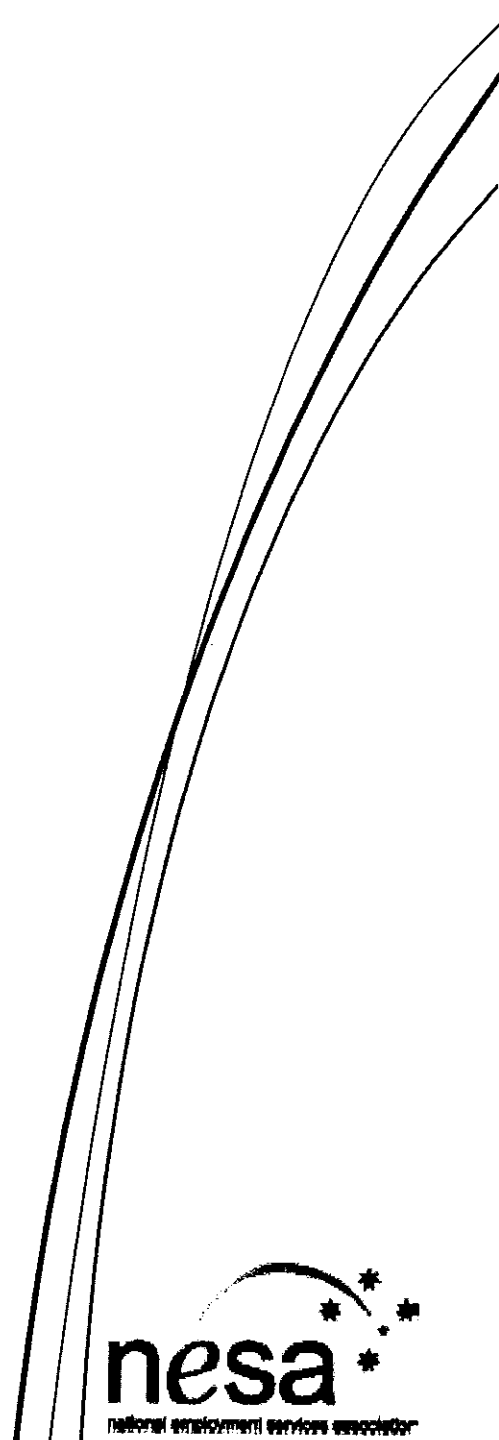
Joy Wandin Murphy (Australia)

Welcome to Country

Joy Wandin Murphy (AO) is the Senior Aboriginal Elder of the Wurundjeri People. Together with her much loved partner (dec.) they share seven adult children, ten adored grandchildren and one great grandchild.



Joy has been involved with Aboriginal Issues for over thirty years, has held executive positions across all sectors of government in Australia. In 2005, she delivered the Review Report to the Victorian Government on their implementation of the recommendations from the Royal Commission into Aboriginal Deaths in Custody. Joy recently retired as a Commissioner of the Equal Opportunity Commission Victoria.





Joy is an honorary Professor of Swinburne University of Technology in Melbourne and Chair of the Wilin Centre for Indigenous Cultural Arts and Development at the Victorian College of the Arts. She is a storyteller of Dreamtime stories featured on the ABC, and in World Tales on SBS. Joy has co-produced and co-directed of a number of cultural performances, and was commissioned by Philip Glass (USA) for 'Voices', which she performed in Melbourne, New York and Jordan. In 2006 she was the creative artist and lyricist for the Opening and Closing songs in the Commonwealth Games and performed at the Opening Ceremony of the FINA World Swimming Championships.

In her role as an Elder, Joy has had the privilege to welcome many people that have visited her Fathers' traditional country including international guests: Nelson Mandela (South Africa); President Xanana Gusmao (East Timor); Martin Luther King III and Robert Kennedy Jnr. (USA); HRH Queen Elizabeth II and Winston Churchill III (United Kingdom); Cardinal Martini (Italy); and President Mary McAleese (Ireland), to name a few.

PARTNER

OECD LEED Programme

The OECD LEED's (Local Economic and Employment Development) Programme contributes to the creation of more and better quality jobs worldwide. To fulfill its mission, LEED carries out cross-country comparative projects tasked with identifying innovative policies responding to today's challenges. LEED serves a governing board of 35 countries and collaborates with several other countries in various parts of the world.



To complement this international peer review process, LEED facilitates the sharing of experiences between practitioners. The OECD LEED Forum on Partnerships and Local Governance brings together 2,400 participants from more than 50 countries desiring to enhance the results of their actions. The Forum brings its pool of expertise to Melbourne to contribute to the success of Working Communities International Congress 2010.

Australia has been at the forefront of employment reforms, and as a result, NESA CEO, Sally Sinclair, was invited to present at the 5th Annual Meeting of the OECD LEED Forum on Partnerships and Local Governance in Vienna, Austria in 2009. NESA is a partner of the LEED Programme.

MAJOR SPONSOR

The Department of Education, Employment and Workplace Relations (DEEWR)



Australian Government
Department of Education, Employment and Workplace Relations

The Department of Education, Employment and Workplace Relations (DEEWR) plays a key role in delivering the government's productivity, skills and jobs agenda to support Australia's long-term economic growth and a fair and socially inclusive society. It delivers programs that: assist people to achieve skills and learning outcomes through education and training; maximise the ability of working age Australians to participate actively in the workforce; and improve the productive performance of enterprises in Australia. A range of information will also be available from DEEWR's trade exhibition stall.

SUPPORTERS

TVET

TVET Australia provides high quality professional services which support the national training system in building Australia's skill base and fostering social and economic development.



TVET
AUSTRALIA



Our company provides a unique opportunity for key stakeholders within the sector to work collaboratively on areas of strategic national importance. Our owners are members of the Ministerial Council for Tertiary Education and Employment.

We actively seek to identify the emerging priorities of our stakeholders and offer a number of our services using a progressive commercial approach. This ensures that TVET Australia makes the best use of its assets and invests its revenues into enabling and sustaining its vision.

Department of Planning and Community Development



Department of Planning and Community Development

The Department of Planning and Community Development (DPCD) is putting people at the heart of Victorian Government efforts to plan for liveability and growth by focusing on two things that are important to Victoria's future: the liveability of our neighbourhoods, and the strength of our communities. DPCD was established in August 2007 to lead and support the development of liveable communities.

The Victorian Government is committed to delivering improvements in urban planning and development, particularly in the outer suburbs and regional areas where we are expecting strong growth.

DPCD is putting the needs of these growing communities' front and centre. This ensures we are building strong communities that are well planned, well designed and help Victoria continue to be one of the most liveable States in the world.

EXHIBITORS

CMYPeople – Unleashing potential

CMYPeople provides real opportunities to help get the unemployed back into the workforce through a proven assessment solution. The use of the assessment tool has doubled placement rates in some cases and candidates that are placed in roles are more likely to stay in the role. The assessments have been found to significantly increase a job seeker's self esteem, and provide them with a better idea of the roles they should apply for.



Department of Education, Employment and Workplace Relations (DEEWR)



Australian Government
Department of Education, Employment and Workplace Relations

The Department of Education, Employment and Workplace Relations (DEEWR) provides national leadership in education and workplace training, transition to work and conditions and values in the workplace. During the Congress DEEWR will display a range of resources and information at DEEWR's trade exhibition stall including information on the Keep Australia Working forums and the Golden Gurus program.

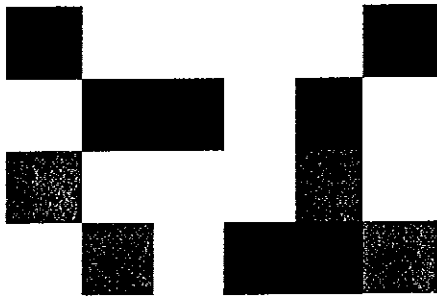
National Employment Services Association (NESA)



NESA was established in 1997 and is the peak body for all providers of employment and related services in Australia. As the voice for the industry, NESA represents providers of Job Services Australia and works to advance the development and improvement of the industry across Australia. NESA also advocates for improved social and economic participation, internationally.

NESA members comprise of both for profit and not for profit organisations that deliver government contracted employment services. On behalf of its membership NESA works with Government, employers and others to achieve continued improvements in service provision to Australian job seekers, particularly those who are disadvantaged and face challenges joining the workforce or increasing their participation in work.





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Contents

“Participate in Prosperity”: A Program Response to Enhancing Social Inclusion in Queensland, presented by Kerry Stephen (DEEDI)	3
The Three Pillars Approach to Sustainable Employment Outcomes For Indigenous People, presented by Dr Mary Jones (The Replay Group).....	12
The Wareg website – A web-based educational tool to assist the transition of Australian Indigenous people living in remote and regional communities from welfare dependence to real employment, co-presented by Jorge Gonzalez & Murray Coates (Wunan Foundation)	21
Employment Creation Project for People with Intellectual and Developmental Disabilities in the Korean National Assembly, co-presented by Daegyu Kim & Dr Jongjin Kim (Employment Development Institute (EDI) of the Korean Employment Agency for the Disabled (KEAD)).....	26
Futures Coffeehouse – Finding Inclusion without Exclusion, presented by Kevin O’Loughlin (Finding Futures).....	34
An International Model for Partnering, co-presented by Rosemary Wallage (Interwork Limited) & Clare Thomas (Shaw Trust Limited).....	40
Case Study – The Dialogue to Change Program, Dr Mark Brophy (Australian Study Circles Network)	46
Improving the Outcomes of a Service Delivery Model for Disadvantaged Jobseekers – Results of a Computer Simulation, presented by Arthur van de Meerendonk (Magazijn13 BV).....	49
Youth Unemployment: Best Practice and International Experience, presented by David O’Sullivan (Reed in Partnership)	59

“Participate in Prosperity”: A Program Response to Enhancing Social Inclusion in Queensland

Presented by: Kerry Stephen, Principal Economist, Employment and Indigenous Initiatives
Department of Employment, Economic Development and Innovation – AUSTRALIA

Presented on: Wednesday 24 March 2010, as part of *Stream 2: Local Partnerships*

Abstract

Social exclusion is a multifaceted problem but a pre-eminent factor for adults is non-participation in the labour market. Its multidimensional nature also means that excluded persons are not served well by traditional policies based around one specific issue. This paper discusses Queensland Government research into social inclusion and one program response that has stemmed from that research. The “Participate in Prosperity” program targets the ‘continuum’ of social disadvantage – where problems such as low literacy levels, unstable housing, ill-health and social isolation co-exist and interact to prevent engagement with the labour market.

1. Introduction

The Queensland Government has established priorities under the Towards Q2 strategy to build strong, smart, fair, healthy and green communities across Queensland. The fair priority has a focus on social inclusion through volunteer and paid workforce participation, including a target to halve the proportion of children in jobless families by 2020.

In 2007, the Queensland Government commissioned research to the incidence and determinants of social exclusion in Queensland with a view to informing remedial public policy. In the report, “Social Exclusion in Queensland: Measurement and Cost” Professor John Mangan and Kerry Stephen highlight the multidimensional nature of social exclusion.¹ Of the group identified as being socially excluded, most experienced multiple disadvantages in terms of housing stress, low educational attainment, little or no involvement in the labour market, health problems or disabilities. Surprisingly, however, only two out of five people in the socially excluded group accessed social security/government services. The rest are essentially disconnected from the various service systems. Thus, Mangan and Stephen’s research highlights an important point about the socially excluded: they are not served well by traditional policies which are often based around one specific issue. This is because they display a range of personal characteristics and issues which require simultaneous action across a range of issues.

Skilling Queenslanders for Work is the State Government’s response to assist Queenslanders, regardless of their background, to share in the State’s prosperity through work. In response to the research, it was recognised that *Skilling Queenslanders for Work* initiative could broaden its approach by reaching out to people with multiple and complex barriers to embarking on an employment pathway.

The Participate in Prosperity (PiP) program funds organisations to enable highly vulnerable Queenslanders more easily navigate and access the complete range of government and non-government services that they may need to overcome personal difficulties, raise their employability and skills, as a means of addressing persistent poverty within families and communities. PiP also funds innovative solutions to gaps in services.

This paper builds on the presentation delivered to the Working Communities Congress in Melbourne in March 2010 and it draws on previous work undertaken with Professor John Mangan. The paper is structured as follows. Part 2 introduces the PiP program and describes its funding arrangements and the types of projects undertaken under this program. Part 3 provides a brief background to the genesis of PiP in the research undertaken on social exclusion in Queensland by Mangan and Stephen. Part 4 discusses the strengths of the PiP program, its innovations in delivery and how it is able to address social exclusion on different fronts. It also provides early evaluation

¹ Mangan, J and Stephen, K (2007) Social Exclusion in Queensland: Measurement and Cost, available at <http://www.justice.qld.gov.au/corporate/general-publications/social-exclusion-in-queensland>

results and discusses how the program is performing so far. Case studies are used throughout this paper to highlight the flexible and innovative nature of the program.²

2. Fundamentals of the “Participate in Prosperity” Program

PiP represents an extension to over a decade of work in Queensland to facilitate labour market engagement.

PiP is part of the broader *Skilling Queenslanders for Work* initiative which provides individuals and specific population groups, that are disadvantaged in the labour market, with customised and individual job related assistance, paid work placements and access to vocational training. The focus of *Skilling Queenslanders for Work* is on building the skills capacity of individuals in readiness for work but had limited capacity to assist individual who had multiple barriers to labour market participation. PiP, on the other hand, is able to specifically target multiple needs individuals and communities in or at risk of persistent poverty and seek to more effectively equip these people who already face significant life issues to overcome these issues and reach a stage some are able to consider embarking on an employment pathway, while others are equipped with the skills and resources to succeed in the world of work.

PiP was launched in November 2007, as a \$17.5 million strategy over 4 years, under the umbrella of the *Skilling Queenslanders for Work*. Funding for PiP is through the Department of Employment, Economic Development and Innovation (DEEDI). In 2009, PiP was extended to 2011/12 with the announcement of a further \$7.5m investment in the strategy. The objective of PiP is to engage individuals currently not in the labour force and those working in low skill and low pay jobs to raise their employability and skills as a means of addressing persistent poverty within families and communities. The program aims to assist more than 1,200 vulnerable Queenslanders each year.

PiP is essentially a grant-based funding program. Through PiP, partnerships are developed between the DEEDI and a wide range of service providers (including community organisations, industry, government, employment services, training providers). Each partnership will use its expertise and capacity to implement effective and innovative solutions that apply the use of existing resources and programs more effectively to prevention and early intervention; address the gaps in the continuum of support for targeted jobseekers; develop stronger links between service agencies and employers; create ongoing, sustainable employment opportunities; and help employers meet their skill needs.

PiP funds projects that target individuals in communities with very high levels of disadvantage and identified service gaps. Project funds will vary according to the size, duration and scope of the project and the employment outcomes to be achieved. However, all PiP projects are initially offered a 12 month funding contracts with the possibility of extension for up to 3 years. Extensions beyond the initial 12-month contract period are subject to approval by DEEDI, following a satisfactory review of service performance after nine months.

One of the innovative aspects of PiP program is that it doesn't prescribe how services should be delivered. Typically however, PiP projects have generally adopted variations on the following approaches:

- Workforce development focussing on overcoming barriers to recruitment and retention of disadvantaged groups;
- Transport services to assist with access to employment opportunities;
- Case management of clients with complex needs; and
- Client advocacy on behalf of clients not engaging effectively with the welfare system

Since November 2007, 61 projects have been approved with 22 projects currently operating under PiP in the outer suburbs of Brisbane and most of the significant regional centres of Queensland. Participants in PiP projects include:

- homeless people;
- disadvantaged and unemployed single parent families;

² In all cases, the names of PiP participants have been changed to protect their confidentiality. In some case studies, other information which could be used to identify the participant has been intentionally omitted. We gratefully acknowledge the assistance of PiP service providers in gathering the information reported in these case studies.

- young offenders;
- unemployed young adults transitioning from care, and
- Indigenous Queenslanders, with a significant focus on those relocating from remote communities to Townsville and Cairns.

3. Social exclusion in Queensland

Through PiP and other programs, the Queensland Government is tackling many of the factors that contribute to social exclusion.

The nature of social exclusion

To call people socially excluded is different from calling them poor and disadvantaged. The poor and disadvantaged have always been present in society but the solutions to their problems have normally been seen as economic and one-dimensional; issues that could be solved relatively easily by providing a job, a tax concession or specific government program. However, those that we refer to as socially excluded in contemporary Australia are not just poor in an economic sense; they are essentially without the means to end their exclusion either through lack of employability, cultural and ethnic barriers or barriers of poor physical and mental health.

This group of socially excluded persons provides considerable challenges for Government policy because their situations do not necessarily improve during times of economic prosperity, often becoming worse, at least in a relative sense.

Thus, social exclusion has important characteristics which set it apart from a measure of poverty or inequality. Most definitions of social exclusion point to its multidimensional nature, noting that it results from a set of problems or disadvantages. Its effect is to prevent an individual or a family from fully participating in society. The nature of social exclusion also usually relates to a long-term, persistent non-participation in the norms of society.

These characteristics are noted in the definition of social exclusion used by the British Social Exclusion Unit (SEU) established by the UK government in 1997:

Social exclusion is about more than income poverty. It is a shorthand term for what can happen when people or areas face a combination of linked problems, such as unemployment, discrimination, poor skills, low incomes, poor housing, high crime and family breakdown. These problems are linked and mutually reinforcing.³

Factors driving social exclusion

In Australian studies, and in the international literature on social exclusion, there is a broad consensus regarding the range of factors that influence social exclusion.

Macroeconomic factors, including demographic trends, changes in the labour market and the interaction with social policy will impact on the degree of social exclusion within a community. The risk of being in socially excluded for an individual or a family, however, will also be influenced by a range of microeconomic factors, which may include: low income, unemployment or non-participation in the labour market, low educational attainment, unstable housing and homelessness, ill-health and disability, and a range of issues that effect familial and neighbourhood amenity (such as crime and vandalism). As already noted in the discussion above of how to define social exclusion, the linkages between these factors appear evident. And their effects tend to be cumulative and mutually reinforcing. The lack of income results in a limited ability to effectively access resources and participate in many aspects of economic, social, political and cultural life. Employment is not only harder to obtain or maintain because of personal barriers such as low education, poor literacy, and lack of job related training but is often complicated by unstable housing arrangements, substance abuse, domestic and family violence, poor health and lack of access to government services and infrastructure. The first case study, Ben and Anna's story, highlights the multidimensional nature of social exclusion.

³ Bradshaw, J., Kemp, P., Baldwin, S. and Rowe, A. (2004) *The Drivers of Social Exclusion: A review of the literature for the Social Exclusion Unit in the Breaking the Cycle series*, Office of the Deputy Prime Minister: UK, page 13.

Case study: Ben and Anna (Part 1):

How a multitude of problems work together to prevent solutions.

Ben and Anna were both relatively young (16 years and 18 years, respectively) when they were referred to PiP for assistance. Both Ben and Anna had been in care as children, and both had a history of substance abuse. At the time that they were first introduced to PiP they had a two year old child, and Anna was pregnant again. Ben and Anna came to PiP seeking assistance to find more stable housing. They were living with relatives, and had constant break-ins and other neighbourhood disturbances which were related to their substance abuse problems. They were primarily concerned about the health and safety of their child, and the environment they were bringing the new baby into.

Both Ben and Anna were early school leavers and neither had sought to undertake any skills or training since they left school. Ben was unemployed and unable to get work in the area where they were living. Through other family networks Ben was offered a job as an apprentice in an area considerably further away from home. Ben and Anna saw this as their chance to break free. However, without his own transport Ben could not travel to that job each day. They were unable to find suitable affordable housing through the private rental market closer to where the apprenticeship was located. The job was also located in an area of higher unemployment and Ben and Anna feared that if the job fell through they would be penalised by Centrelink for moving to that area. They also feared that if Ben moved independently of Anna and their child to take up the job, the toddler and the new baby could be taken into the care of the Department of Child Safety.

The extent and the characteristics of social exclusion

There are several sources available for measuring the extent of social exclusion, including the index of relative socio-economic disadvantage (SEIFA). At the time of the analysis, the SEIFA index indicates that 18% of the Queensland population were in either the lowest or second lowest decile, a characteristic which may lead them to be called socially excluded. With this type of background estimate to act as a guide, Mangan and Stephen set out to construct a measure of social exclusion that would provide both a quantitative estimate of the numbers and characteristics of those involved as well as provide a mechanism for policy simulation.

Mangan and Stephen used principal components analysis to establish a quantitative index of social exclusion using functioning variables, using data from the Household Income and Labour Dynamics Australia (HILDA) Survey. The PCA component analysis variables were chosen as "functioning" variables, in accordance with Sen's idea, that functions are heavily influenced by capabilities and governments should look at influencing capabilities if they really wish to change functionings. The functioning variables selected from the HILDA survey included post government-income, benefit recipient status, net assets, labour market functioning, health functioning, social functioning, neighbourhood amenity and housing stress. The scores generated from the principal components analysis were then used to generate an index of social exclusion. Higher raw scores on the index were associated with greater likelihood of social exclusion. For the purposes of analysis the scores on the social exclusion index were then divided into three mutually exclusive categories: those that were socially excluded, those at risk of social exclusion and those not at risk of exclusion at all. This procedure yielded base-rate estimates of 85.4% (non-excluded), 8.2% (at risk) and 6.5% (excluded). These constituted 230,000 persons that might be classified as excluded and another 305,000 persons at risk. The estimates of the wholly or partially excluded constituted 14% of the total population somewhat lower than the SEIFA index of 18% at the time.

To gain more insight into the contributors to the characteristics of the excluded persons and those at risk of exclusion, Table 1 provides an incidence of the occurrence of individual problems within the multidimensional index, with their relative contribution to the index.

Table 1: Characteristics of persons who are excluded and those at risk of exclusion.

Characteristic	Excluded		At risk	
	% of group	% contribution to index	% of group	% contribution to index
Suffering Housing Stress	94.55	0.12	83.40	0.13
Insufficient Work Experience	91.07	0.12	83.16	0.13
Unemployment/Under	88.67	0.12	74.63	0.12
Lack of Post School Qualifications	81.48	0.11	63.59	0.10
Early School Leaver	81.48	0.11	55.76	0.09
Having a Significant Disability	64.71	0.08	47.92	0.08
Having major Financial Constraints	62.96	0.08	47.53	0.08
Having Significant Health Problems	55.77	0.07	42.99	0.07
Insufficient Access to Credit	53.81	0.07	39.39	0.06
Neighborhood Amenity	51.63	0.07	37.82	0.06
Neighborhood Safety	30.28	0.04	24.67	0.04
Inadequate Language Skills	14.38	0.02	15.97	0.03

For both groups, housing stress, work circumstances and lower educational qualifications contributed most to their high scores. When lack of credit facilities and financial capability are added in, the collective contribution of these variables to the overall social exclusion index is over 70% for both groups. Health problems also made a 7% contribution to the index for both the excluded group and the at-risk group.

In terms of the broad characteristics there was significant age asymmetry with those in these groups being either aged under 24 years or 45 years and over. Those aged 45 years and over comprised 62% and 58% of the excluded and at-risk groups, with those aged 16-24 years comprising 26% and 29% respectively. Females were in the majority in both groups; 62% and 61% respectively. Sixty-two percent of the excluded had a significant disability or health issue, compared with 45% of the at-risk group. Importantly, only 43% of those identified as excluded were currently accessing any social security benefit compared to 70% for the at risk group.

In terms of the relative contribution to the social exclusion index, the single most important variable was housing stress, which was felt by 95% of the excluded and 83 percent of the at risk (compared to 17% of the non-excluded) with other major contributing factors being lack of work experience (91% and 83%) unemployment or under-employment (88% and 74%), low education (82% and 62%) early school leaver (81% and 55%) disability or significant health issue (65% and 47%), lack of financial and credit capabilities (63% and 47%). The only variables that did not to contribute strongly to the social exclusion index were neighbourhood variables such as neighbourhood safety and amenity.

The costs of social exclusion in Queensland

Mangan and Stephen also estimated the costs of full and partial exclusion. Costs of exclusion were estimated in four categories; productivity loss (measured as foregone potential earnings), loss of potential tax revenue, savings on social security and savings on preventable health costs. The following estimates of avoidable loss (costs) per annum were derived; productivity \$1.5 billion (excluded) and \$3.3 billion (at-risk); tax loss (\$994 million and \$2.13 billion); social security savings (\$562 million and \$1.04 billion) and avoidable health costs (\$798 million and \$565 million).

In terms of individual health costs it was estimated that in terms of average operating costs (including borrowings) of health services in Public Hospitals the cost of one excluded person was \$3472 above the average for the non-excluded (\$1157) and for one at-risk person it was \$2314 above the average for the non-excluded.

The very extensive potential savings shown above indicate that it would be both socially and economically responsible to devise policies to reduce full or near exclusion. Mangan and Stephen's research suggests that policies designed to address housing stress, labour market problems, education and training, health and financial capabilities are the most likely to be successful.

2. Enhancing social inclusion through PiP

The results of Mangan and Stephen's research highlight the multidimensional nature of social exclusion, as well as the need for a flexible approach that is able to take on the problem of social exclusion on many different fronts. Importantly, the research also shows the significant costs to the economy of not taking measures to enhance social inclusion.

Tacking the continuum of disadvantage

PiP represents an innovative shift from traditional policies that base funding around one specific issue, to a more flexible model where the local community is engaged in identifying service gaps for clients with multifaceted needs.

As noted above, PiP projects have generally adopted variations on the various traditional approaches to meet these service delivery gaps, including case management of clients with complex needs, client advocacy, transport services and workforce development, focussing on overcoming barriers to recruitment and retention of disadvantaged groups.

The PiP strategy can be seen as aligning with the broader community service system to target barriers (or gaps) across what has been described as a 'continuum' of social disadvantage – where problems such as low literacy levels, unstable housing, ill-health and social isolation co-exist and interact to prevent engagement with the labour market. This 'continuum' view shapes the delivery of the PiP strategy. PiP projects have targeted a range of barriers to 'employability' such as: access to social welfare; general living and literacy skills; overcoming physical and mental health issues, abuse and socialisation problems; overcoming 'stereotypes' associated with non-traditional employees and increased awareness of support available to employers; and availability of transport to inaccessible places of employment.

Innovations in delivery

The PiP program is innovative on many fronts of service delivery.

Firstly, as a grants-based funding program, PiP does not dictate 'how' programs should be designed and delivered. Although projects must still meet the program guidelines, there is no single service delivery model and funded organisations. This approach is particularly valuable to projects involving intensive case management, where providers have the flexibility to tailor holistic services to all participants to meet their individual needs. This flexible approach supports local driven solutions and service delivery improvements based on a common goal of economic participation and a culture of demonstrable results. Service providers are able to develop and deliver services that are tailored to the needs of socially excluded clients present within their local communities. Thus, the local service system, in conjunction with the knowledge base on social disadvantage and labour market conditions that government can provide, decides where the gaps are and where to invest in order to strengthen services. Evaluation of the PiP program is in its early stages but, the flexibility of project design has been recognized by stakeholders as a critical element of the success of the program to date.

A second innovation of PiP is the high degree of cooperation and coordination that exists between DEEDI, other arms of the Queensland Government and PiP service providers.

Operational frameworks have been established to facilitate cooperation and coordination. A steering committee, which includes representatives of most human and employment service

agency arms of the Queensland Government as well as Centrelink and the Queensland Council of Social Services, is a charged with overseeing the implementation of the program.

At the operational level, a Local Agency Panel provides guidance and support for PiP projects. The LAP meets regularly and is driven by the DEEDI Regional Directors. It principally provides guidance and support for the implementation of PiP projects by:

- Establishing a local service network to enable referrals between agencies/services and PiP projects;
- Establishing clear referral pathways between services and/or agencies;
- Identifying appropriate local protocols regarding service access, referrals and communication;
- Supporting case management by addressing client issues which cannot be resolved by case managers alone; and
- Providing feedback and advice on the implementation of the PiP project.

The value of the LAP in action is best highlighted by returning briefly to the first case study involving Ben and Anna.

Case study: Ben and Anna

A cooperative case-management approach to finding solutions.

As noted above, Ben and Anna were first referred to PiP for assistance with housing, for themselves and their two year child. A lack of appropriate housing options was preventing Ben from taking up an apprenticeship. They face knowledge barriers as well as administrative barriers and it seems that the more they engaged with the service delivery system, the more exacerbated their problems became.

Ben and Anna's case was discussed at length at a meeting of the Local Agency Panel which involved Queensland Government's housing and child safety representatives, Centrelink, amongst other agencies. The LAP worked to prioritise finding a solution the housing issue and were able identify available public housing options that were available in the area that was close to Ben's employer. Housing and child safety worked collaboratively to ensure that the available housing met the different pre-requisites, of both agencies. Ben and Anna were also 'walked through' the range of options that were open to them through Centrelink, and they were assisted in gaining access to these benefits. When the housing issue was resolved, the LAP also identified a range of health services that could assist Ben and Anna with some emerging health problems for their two year old. When Ben had commenced is apprenticeship he was also given information about adult literacy and numeracy courses, which he decided to pursue. Both Ben and Anna asked to be involved in parenting programs, which were then facilitated by their case manager.

As demonstrated by the case study, the LAP facilitates case management across traditional state/federal lines. It respects that the process of sustained change for the targeted individuals or families is not a one off intervention, but rather that it requires time and intensive case management.

A unique feature of some PiP projects are brokerage funds, which can be used to purchase assistance and/or services that are an impediment to seeking employment, and to undertake employment or training programs or improving workforce participation (for example, through health assistance, clothing suitable for work or interviews, housing assistance, or transport assistance to attend interviews). A nominal amount of \$1000 per individual has been earmarked for this purpose. Brokerage funds to supply new work boots were a key elements of Kevin's involvement in PiP.

Case study: Kevin

A bit of hope and a bit of help.

Kevin is 50 years old, and worked for the same printing firm for many years before he was made redundant. At the printing firm, changes were made to how he worked so that he could sit down. Kevin has a disability, resulting from serious burns to his feet, which means that he cannot stand for long periods of time. Since his retrenchment more than 6 months prior to PiP, Kevin had been unemployed. He has found it difficult to get interviews for job due to his disability. Kevin's unemployment has resulted in low confidence levels and a feeling that he should just 'drop out' on a disability pension. Kevin also admits that in the time that he has been unemployed he has tended to alcoholism. Kevin came to PiP for additional work skills and training. With the assistance of his case manager, Kevin has been able to replace his work tickets. Funds were also made available to help Kevin buy special orthotic work boots that now means that he can apply for jobs where he is required to stand for longer periods of time. Kevin's self-esteem has lifted significantly during his involvement with PiP. He has attended three job interviews in four months and he was successful in getting a job on an industrial site. Recently, Kevin was promoted to a site foreman. Through his involvement in PiP Kevin has shifted from being unemployed and only marginally attached to the labour force, bordering on alcoholism, to being employed and feeling confident about his future.

In many ways, PiP is an employability program within an employment program. It was noted earlier that PiP is part of the broader *Skilling Queenslanders for Work* initiative, which customised and individual job related assistance, paid work placements and access to vocational training to individuals that are disadvantaged in the labour market. As such, the focus of *Skilling Queenslanders for Work* is on building the skills capacity of individuals in readiness for work. PiP participants also have the opportunity to link into *Skilling Queenslanders for Work* programs, when they have addressed their personal issues and are ready to undertake work readiness training. It is important to note that success in PiP terms is measured in employability, rather than how many participants end up in jobs or in further training. Thus the emphasis of PiP is on preparing participants for the world of work and it is these links to other work programs are a key element of its success. Whitney's story highlights this joined-up approach. Alan and Dana's story also demonstrates how PiP's success can have positive effects at the family level.

Case study: Whitney

A joined-up approach to work readiness.

Whitney is an Indigenous woman in her early 50's. She has very low levels of literacy and numeracy and has never been employed. Throughout her life she has suffered from family violence and domestic violence. Her children have histories of juvenile detention. The stresses of her family life have contributed to her low esteem levels. When Whitney was referred to PiP she was undertaking a certificate of education through The Murri School and having extreme difficulty. Through PiP Whitney was able to access the support of specialists who identified that she suffered from extreme dyslexia, which was previously undiagnosed. With additional support through The Murri School, Whitney was able to complete her education certificate and was eventually placed in a work program.

Whitney's personal growth through PiP has had positive accumulative effects for Whitney's family, in that her daughter is also planning on finishing her school certificate. Through PiP Whitney has also been able to access technologies (which normally cost around \$3000) to assist her in managing her dyslexia in the workplace. Due to her enthusiasm and hard work, Whitney's is now a valued employee in the business where she had her work placement.

Whitney's case highlights the value of a joined-up approach. Without The Murri School, Whitney would not have attained work-ready literacy levels. Without PiP she would not have been work – ready. Without her work placement Whitney would not have been able to gain any work experience and without her commitment she would not have ongoing employment.

**Case study: Alan and Dana
Services working together.**

Alan and Dana have two young children aged under three years. The family engaged with PiP when they were in short-term emergency housing at a family hostel. They become homeless after Alan was imprisoned. The family were supported into permanent housing in the outer suburbs of Brisbane and PiP provides ongoing support to the family focused around maintaining their tenancy. When Dana began working with PiP her focus was initially to find casual work in the retail industry. PiP supported her to enrol her children in childcare two days per week, to develop her resume, and to explore self care and presentation skills for employment. Dana also used this time to explore her long term goals. When her children began childcare, Dana was reminded of her own ambitions to work with children. She approached workers at the childcare centre to explore pathways to working in childcare. When Dana indicated her commitment to following this pathway the PiP team organised meetings with Dana and the teaching staff at TAFE to discuss the study program, expectations, delivery and the support available. Dana was supported through the enrolment process with the provision of transport services, advocacy and financial support. During this time Dana also obtained qualifications that would assist her in working with children and she organised to undertake a work placement at a child care centre. However, the distance that Dana had to travel each day by public transport, and the added burden of lining up with child care, was taking its toll on Dana's commitment to study. PiP successfully applied for an exemption to the requirement that learner drivers in Queensland must complete 100 hours of supervised driving before they can apply to take their driving test. Dana was financially supported to obtain further driving lessons.

PiP is also supporting Dana's partner Alan. Alan has experience in automotive electrical trades but has found it hard to re-enter the workforce since his prison release. Alan was frustrated with the opportunities presented to him by his Job Services Australia (JSA) as they didn't relate to his skills and experience. Alan self-referred to PiP to upgrade his skills. PiP has supported Alan at his JSA meetings to advocate for an updated Employment Pathway Plan that reflects his interests and skills. He is enrolled in a fulltime course in the automotive trades that has excellent employment outcomes. He plans to finish these studies, regain his licence and resume work over the next three months.

Evaluation results

Continuous improvement and ongoing evaluation are key elements of the PiP program. While it is too early to report on specific findings of the evaluation, PiP participants are obtaining jobs and going on to further training, and joining other employment programs, more often than expected and in a shorter time frame than expected at the commencement of the program. While PiP is achieving positive outcomes, monitoring of participants in the 6 months after they leave the program is also showing that a proportion of clients, albeit small, still fall back or remain highly vulnerable in a new crisis. DEEDI is working on an employability/social competency scale that will enable us to better identify the level of competence that participants have on a range of personal and employability measures. We expect that these scales will identify competencies that need to be reached to promote ongoing independence as well as act as a flag for the need for early assistance or intervention.

As part of the evaluation of the program, PiP providers have identified autonomy, flexibility and the strength of relationships with DEEDI, particularly through the regional offices, as key factors for the ongoing success of the program.

3. Conclusions

The Queensland government has established priorities to build strong, safe and fair communities across Queensland. With significant geographic pockets of unemployment existing within the state, a continued focus on workforce participation remains vital to addressing social exclusion.

Traditional employment programs such as *Skilling Queenslanders for Work* have their role to play in preparing Queenslanders with poor skills to be work ready. However, there is a

proportion of Queenslanders, albeit small, that face multiple disadvantages in the labour market, with problems associated with low skill levels, low educational attainment, low levels of literacy and numeracy, and unstable housing. The flexible, holistic nature of the PiP program, and the cooperative structure in which it operates, is ideally placed to tackle the multidimensional nature of social exclusion for these Queenslanders. Through PiP, the lives of vulnerable Queenslanders are changing for the better.

The Three Pillars Approach to Sustainable Employment Outcomes For Indigenous People

Presented by: Dr Mary Jones, CEO, Replay's Australian Centre for Workplace Learning
Presented on: Wednesday 24 March 2010, as part of *Stream 3: Capacity Building*

Background

In 2000, the Replay Group (Replay) was encouraged, by a number of people from the Indigenous Community, to submit a tender to the Federal Government to provide Aged Care training to Indigenous people in two selected Communities in Victoria. Replay was fortunate to be one of the two winners of the tender and proceeded to train 30 Indigenous people across the two Communities. Forty six percent of the Replay Participants successfully completed the Certificate III in Aged Care. The other provider who won the tender unfortunately did not have one participant deemed competent.

Although on the surface Replay appeared to be successful, internally Replay chose to examine the program in more detail. What emerged was that subsequent to being found 'competent,' many of the participants were still having difficulty finding employment or maintaining employment. Unfortunately this finding persists, not in Replay, but within the Community at large, where for many Indigenous People being competent does not necessarily equate to "being job ready".

Replay strongly believes training for training's sake has little value and yet even today members of the Indigenous Community are the most 'trained' in Australia but at the same time, the most 'under qualified and/or under employed'. This is due to either qualifications not being tied to the 'training' that has been undertaken or the 'training' does not equate to finding employment or ensuring that employment is sustainable.

However, a significant finding to emerge identified that employment or training in the Indigenous Community was not tailored to the needs of the Indigenous Community. Largely, learning in the Indigenous Community was mainstreamed and did not take into account the needs and history of the Indigenous Community. Blame for failing was placed at the feet of the Indigenous Community and this blame continued into employment. Yet the Indigenous Community is unique, particularly from the fact that its members are the First Australians and the history over the last two hundred plus years has left an indelible mark and most carry some part of it throughout their lives.

Recently, while in Doomadgee, an isolated community of about 1000 inhabitants in North Queensland, located about sixty kilometres from the Gulf of Carpentaria, Replay was reminded of the nearness of the 'history' experienced by the Indigenous Community. The employees of the Child Care Centre, where Replay was conducting a research program, explained that until 1983 Doomadgee had been a Mission.

Under the Mission Management, the practice was reportedly to take children away from their mothers and house them in dormitories and their parents could only see them through the high fence surrounding the building. Lights throughout the community had to be turned off by 9.00pm and the inhabitants were not allowed to speak their language or practice their culture. Now Doomadgee has no Indigenous

culture and its residents do not speak their language . Therefore, like many other Indigenous people, they have lost their Identity.

It was this loss of Identity that was the most important finding that emerged from Replay's analysis and one which sent Replay to examine the literature on learning to find possible answers. The result has been the development of the 'Three Pillars' approach through its EQS (Employment Qualification Support) Program.

The Development of the EQS Model

Replay began to examine what kind of educational model that it could develop which would be the antithesis to the one which has caused such fear, to the point of paralysis, in the learning process of many Indigenous people where failure becomes inevitable.

Replay believes education and training is not simply teaching the Participants a series of Competencies leading to a qualification in either Aged Care or Children's Services. Replay feels that for the learning to be successful, Replay has to recognise and comprehend the sociological effect on the Indigenous Participants of their history, both near and far.

Courses are not usually developed from a sociological perspective instead they look at the needs of the Industry which they serve. Therefore, Replay is breaking new ground in exploring the barriers that the Indigenous Participants might experience in order to develop a course which overcomes the barriers and can lead to more successful outcomes. Replay believed that it had to lean on heavily on educational theory in order to understand how to develop a Program which could lead to success not failure for its Participants.

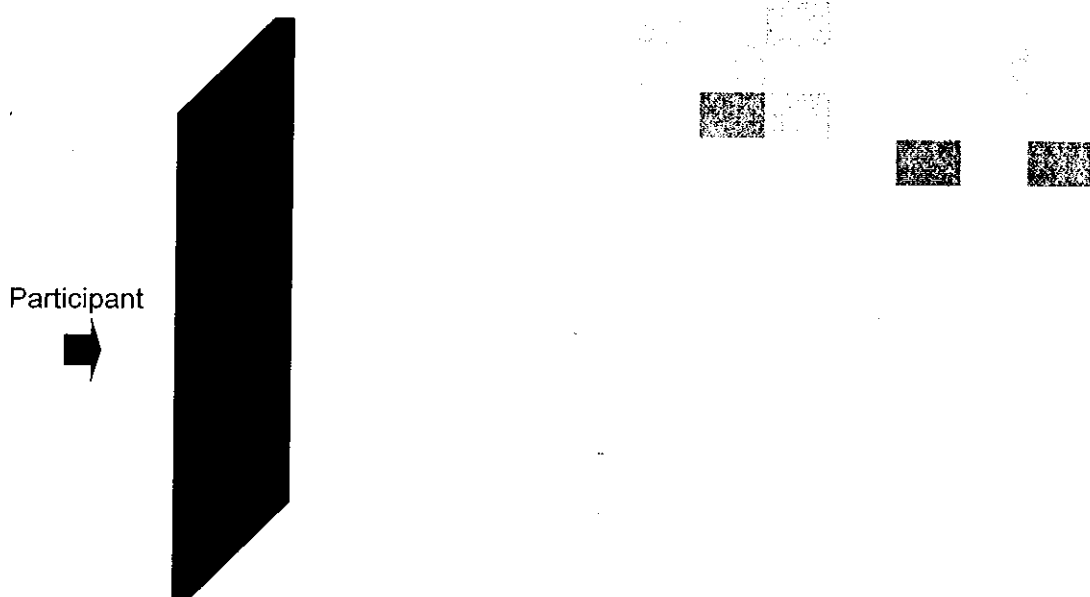
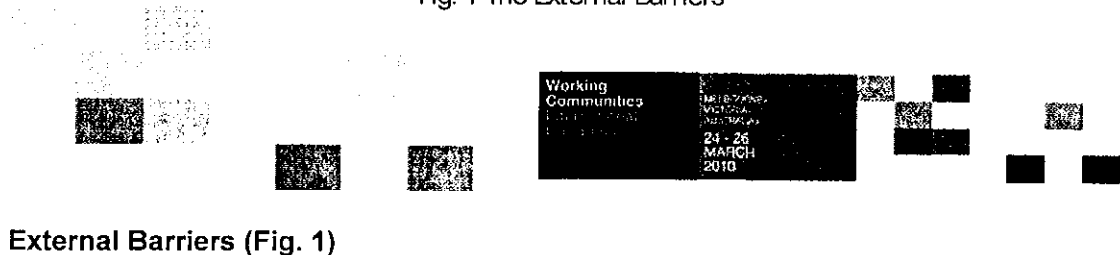


Fig. 1 The External Barriers



External Barriers (Fig. 1)

The work of Bourdieu and Passeron (1977) appeared to provide some answers as their main contention is that the controlling ideas within society during any era are those imposed by the dominant class and it is these controlling ideas which in turn reinforce the control of the dominant class.

Who Controls Knowledge?

Bourdieu and Passeron further argued that education is controlled by the dominant power, that is the intelligentsia, which ensures their control in society is reproduced because it is only they who have the controlling power which in turn translates into the power to select and exclude anyone. This could be evident with the fact that the Indigenous Community has been 'over-trained' but very few Indigenous people have formal qualifications. In other words, Courses did not appear to have been developed to meet the needs of the Participants and particularly not to meet the needs of the most disadvantaged people in Australia, the Indigenous Community and therefore they have, to a large extent, been excluded.

Freire (1973) was passionate about the role of education to effect social justice, critical thinking and social change. He discounted the mechanistic methods; memorisation in the Freirean classroom was substituted with critical thinking with all subject matters from self to society.

Freire repudiated what he called the 'banking method' of teaching in which knowledge was transmitted to the student from the teacher. He asserted that the role of the educator was not to fill the participant with knowledge, technical or otherwise. It was rather to attempt to move towards a new way of thinking in both educator and participant through the dialog relationship between both (Freire, 1973, p. 125).

Tadeu da Silva and McLaren (1993), argued that Freire's critical theories must include women and minorities whom they believed must be allowed to "emerge as critical social actors on the stage of human transformation and struggle" (p. 66).

Application to the Design of Replay's EQS Program

To effect social change and minimise the power of the dominant class, Replay's EQS Program has been purposely designed only for Indigenous People. Anyone who is Indigenous has the 'right' to apply. Limitations are driven by legislative requirements such as a 'clear' police check; the ability of Replay to secure employment in either the Aged Care or Child Care industry, near to the home of the applicant, and the eligibility of the applicant to receive a traineeship and/or Indigenous Wage Subsidy.

All the successful applicants from across either New South Wales or Victoria attend Indigenous only classes in a central location such as Sydney or Melbourne.

External Language Barriers

Bourdieu and Passeron (1977), supported by the work of Bernstein(1971) suggested that language also has the means to be an excluder. To study and receive qualifications, it is first necessary to understand the language of the tertiary institution and the language of Competencies which does not reflect the language of the Indigenous Community where there is an oral and community tradition.

Language barriers can be extremely restricting as the words that people are speaking or the words that people are reading may have little or no meaning within the Indigenous Community. Often Indigenous Participants who have studied within mainstream programs and are forced to read academic literature, find that comprehending what they have read is difficult therefore the meaning is totally obliterated.

Jones (2009), reports on research that was carried out across six Indigenous Child Care centres in Northern Queensland in 2009. The staff that were interviewed had acquired qualifications or were in the process of acquiring qualifications through a mainstream learning framework. Yet not one of them could explain what they had

learnt. The interviewers had been working within the Indigenous Community for a considerable amount of time and were experienced interviewers but they still failed to identify what the cohort had learnt from their formal training. It appeared that the Language used in the workbooks provided a significant barrier to understanding and without understanding transfer of the ideas into the work place was an impossible task.

Application to the Design of Replay's EQS Program

Experiential learning, the learning theory in which the EQS Program sits, enables the control of learning to be given back to the learners, the Indigenous Participants. Predominately, the EQS Program allows the Indigenous Participants to explore ideas through their language within a group environment. The knowledge that they bring with them is acknowledged and built into the Program. Their ideas are formalised by the Participants into a written form, shared, discussed and built upon. Professional language is gradually introduced but constantly associated with meaning and always in a written and spoken form. The classroom is active, language is flowing, movement is continual and thinking is rampant. The teacher becomes a shadow, encouraging learning rather than dominating it and language loses its power of exclusion.

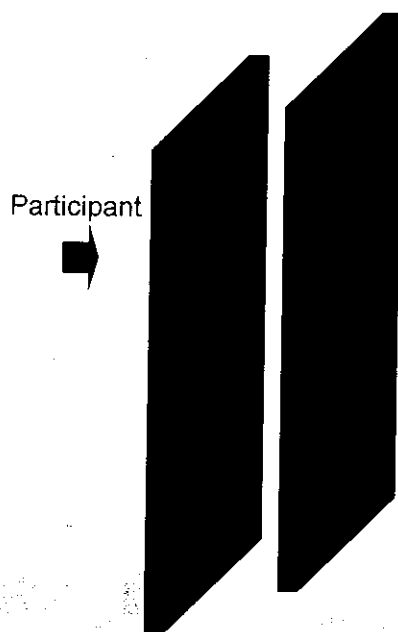


Fig. 2 Internal and External Barriers

Internal Barriers and the effect of "Habitus" (Fig. 2)

Bourdieu and Passeron (1977) further posited that each class or group, depending on its structure of power relationships chose common schemes of thought, therefore constructing a "habitus" characteristic of that group. They suggest that a child is raised within the language, values and customs of the group into which s/he is born. There is potential for change in the "habitus", they postulated, but only if the person is able to see that they have the capacity to effect the change. This is an important factor in understanding internal barriers within the Indigenous Participants.

However, Bourdieu and Passeron (1977), strongly suggest that when the 'habitus' is not in line with that of tertiary education, it is not the arbitrary power of the teacher that is questioned but the capability of the student to comprehend.

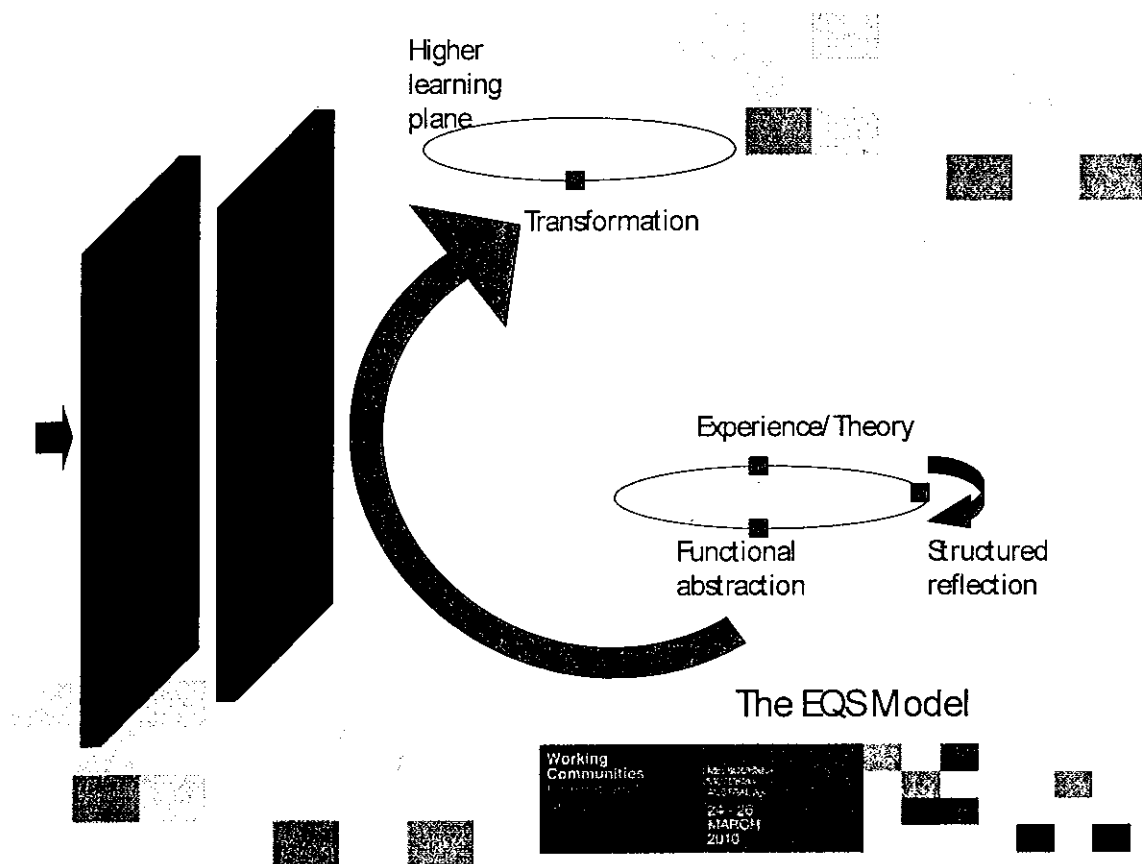
Therefore, if education is generally unreflective and based within the values of the dominant group, it can act to confirm the "habitus" which often happens to individuals within the Indigenous Community.

Replay has identified that the Internal Barriers are a significant factor as to whether or not the Indigenous Participants continued through the Program.

Often they enter the Program with severe doubts of whether they should be there in terms of their "habitus". They bring with them the history of their People and do not know who they can trust from both an Indigenous and non-Indigenous perspective.

They do not know whether they will be accepted in the mainstream and if they are, whether or not they will lose their ties to their People.

They also have a tradition of academic failure within their "habitus" and therefore are unsure whether they will be able to learn and achieve a qualification or they will suffer 'shame'.



Learning and the Transformation Process (Fig. 3)

The perspective transformation theory as espoused by Mezirow (1981; 1985), uses critical reflection on experience to "transform" the world view. Critical reflection was not concerned with the 'how' but the 'why' examining why we thought what we did, why we took action and the subsequent consequences. Mezirow postulated that this "transformation perspective" can have "cognitive, affective and contative dimensions". (p. 12).

For the Indigenous Community, Mezirow's view of learning has a resonance as it provides a means to look beyond the obvious and legitimately question their present role in society.

Application to the Design of Replay's EQS Program

The works of Bourdieu and Passeron (1977) and Mezirow (1981; 1985) have had a strong influence on Replay's design of the EQS Program.

The formal or off the job training takes place in residential workshops in a central location and the Indigenous only Participants from across the state travel and stay in secure accommodation provided by funding through the Federal Government and organised by Replay. The residential workshops provide support from other colleagues as well as from the Replay staff. Eating together as a group during the residential workshop, the Replay staff and Indigenous Participants build trust and bonds. Exploring different foods, during the dinners, widens the "habitus" and "transforms the world view". Travelling to the training venue by plane, train or bus extends the knowledge even further. Confidence begins to grow. The beliefs of their "habitus", their view of life, begin to be questioned. Learning becomes all encompassing.

At the end of the first Residential workshop in Sydney, a number of Indigenous Participants and Replay staff were waiting for planes. One of the Participants was extremely upset and the Replay staff were trying to console her. She was upset because she had not seen her daughter for three days and was nervous about catching the plane.

Replay was not sure whether the Participant would continue in the Program but she decided to do so. Over the months her confidence grew, her ability to handle situations grew and she was deemed competent both from a theoretical and workplace perspective.

Several months after her Graduation she decided to leave the employment that Replay had secured for her and seek another job. She won a position in another mainstream Aged Care facility without any problem and was made permanent before the customary three months probationary period had finished.

On speaking with her, she explained that the whole Replay EQS Program including the travel had given her such confidence that she could apply for the new job. before that she said she would not have applied for a position outside the Indigenous Community.

Another Indigenous Participant, since completing the Program, has secured a position of authority within the Child Care Industry. Throughout the Program she not only grew in confidence but on talking with her after her completion, it became obvious that she had examined her "habitus" from two perspectives, namely her emotional intelligence and her leadership role within the Indigenous Community. From being very quick to respond in a negative situation she described the positive strategies that she now uses to diffuse situations in her new role. In the Community she was taking an active role in pushing for a more positive and prominent role for the Community to provide the children with a 'better life'.

The Learning and Teaching Perspective

One of the most important aspects of the learning cycle is the ability of the learner to transfer learning from one situation to another. Thorndike (1906), considered the father of transfer, postulated a theory of learning transfer "identical elements" Since that time many learning theorists have been experimenting, theorising and endeavouring to explain how people can transfer what they learnt in completing one 'activity' to a totally different 'activity'. More recently Billett (1998) posited that it is necessary to examine the "socio-cultural view of knowledge transfer...building upon cognitive theory to propose that transfer has social and cultural dimension" (p. 1), in fact "communities of practice" (p. 2). It is the lack of recognition of a community of practice Billett believed, could be the cause of the failure to transfer

knowledge between one setting and another, for example between the formal learning environment and the workplace. Lave (1988) suggested that transfer of knowledge can be seen from a cognitive perspective, as the process that is used to draw similarities between a past and present situation and then using cognitive structures as a means to make sense of the new situation.

Application to the Design of Replay's EQS Program

In designing a learning program centring around the Aged Care or Children's Services Competencies, the question of 'Transfer' became an integral part of the Program.

Replay believes that it is essential in designing an Indigenous learning program that it provides the Participants with not only an ease of understanding but that understanding is at a high level.

To achieve this goal Replay designed a new methodology purposely linking theory to practice and practice to theory. The Program runs on a monthly basis over approximately a six to seven month period. The first week the Participants take part in the Residential 'theory' Program and the next three weeks they 'practise' the theory within the workplace for three days a week.

To ensure that the 'practice is successful and the Participants can link the theory that they have learnt to the workplace, Replay trains a nominated person from the existing staff of each individual workplace to act as the Workplace Learning Mentor.

Replay has interrogated the Competencies of Aged Care and Children's Services to identify the underpinning knowledge that pervades them. The underpinning knowledge is taught in great detail and then the links are drawn between all the Competencies. Transfer results and the Indigenous Participants are not merely recalling the information at a superficial level, they are actually thinking about the task and making decisions based on an understanding of the underpinning theory. This approach provides the employer with a much higher level of thinking from their employee and therefore the Participant is greatly valued, leading to high level of satisfaction in the workplace which in turn leads to a high level of sustainable employment.

The Role of Work in the EQS Program

Replay believes the role of work within the EQS Program is essential as it is not enough to be able to be competent in completing a task, it is essential that the Participants' can demonstrate an understanding of the underlying theory and be able to apply it. For example, an understanding of the theory surrounding Infection Control can be transferred across such diverse tasks as making a bed, changing a nappy or showering a resident. The tasks are demonstrably different but the theory underpinning them is not – the theory of infection control runs through each one, it is the context that changes.

Therefore, work is part of the whole circular learning process as it provides the practice venue for the theory that Participants have learnt in their more formal learning periods in the residential workshops.

Replay believes not only from a theoretical perspective but also from practical experience that Employment should be an essential component of any Indigenous training program. It provides the means through which the Indigenous Participant can explore the 'world of work' with not only support directly from Replay but also from the Workplace Learning Mentor. In other words, the mentored workplace provides a 'safe' environment where the trainee is not just viewed as a cheap pair of hands, as so often is the case.

Within the business world, new companies starting-up can now find such a "safe" place through the business 'Incubator' approach. The Incubator, supported by a group of more established Companies, allows the new business to "have their hand held" by a Mentor, as well as providing a safe environment in which to make mistakes which usually results in growth.

The Replay EQS Program uses employment in a similar way. It is interested in having partner employers who want to be part of a learning process. Therefore, Replay values the Companies who want to act as 'Employment Incubators', especially if they want to continue to act in this role over several cycles of new trainees. They provide an essential pathway for the economic development of the Indigenous Community and in helping the Community to take its rightful place in Australia.

Over the years, some Replay 'Employment Incubators' have developed into 'Employment Super-incubators'. Replay is often able to use the 'Employment Super-incubators' if a Participant is, for a number of reasons, not able to function successfully in their work environment then Replay, in agreement with the Participant, may remove the Participant from their work environment and place them with an 'Employment Super-incubator' to ensure that work and workplace assessments are valid and fair and are not just reflective of the negative situation in their previous employment.

The idea of the 'Employment Incubator' is particularly important within the Indigenous Community as it provides the Participant with the avenue to becoming "work ready" not thwarted, as is often the case, by both external and internal barriers.

In the research that Replay has undertaken it has identified that the Participants have three major 'Wobbles' in their journey to sustainable employment and a qualification.

The first is at the beginning of the Journey in the EQS Program. Nearly every Participant has a 'wobble' at this time and a huge amount of assurance and hand holding is necessary by Replay and the Employer. The trained Mentor assists this process.

Half-way through the Program another 'wobble' occurs. External barriers come to the fore front as the 'wobble' usually includes partners or family as the Participants start to question their "habitus" and look at learning from a higher, transformative level. They begin to see the possibility of financial independence, something many have never contemplated but in turn this threatens many partners.

Towards the end of the Program another significant 'wobble' occurs. Although most have progressed competently through the Program, towards the end they appear not to be able to accept that they are going to be successful. The internal barriers kick in and many find it hard to submit their final assignment. It appears non-submission is the preferred alternative to having work deemed 'not yet competent'.

Replay staff on the way to assess some Indigenous Participants over one hundred kilometres from Melbourne called into an Aged Care facility just as a courtesy, to see a Participant who had been a 'Model' student. They were shocked to find that she was about to leave the course although she had only one more residential workshop to complete.

The problem was identified by Replay staff as the last 'wobble'. Two and half hours later the staff had convinced her that she should stay in the program and that the likelihood, based on her progress to date, was that she would be deemed Competent.

She stayed, was deemed Competent and was invited to stay in her employment incubator for several more months. Nine months after Graduation, she phoned to notify Replay that she had recently been employed by another Aged Care facility, had been promoted and was now earning more than her partner.

Conclusion

Does the tailoring of the EQS Program to the needs of the Indigenous Community with a sound theoretical base, really work?

Replay to date has had more than 500 Participants undertake the Program (Fig. 4). The usual pass rate is 80% plus. A study conducted a number of years ago by DEEWR indicated

that 86% of Replay's Graduates are still in the industry two years after graduation. A research study currently being undertaken by Replay would indicate that over 80% of Replay's Graduates are still in the Industry four or five years after Graduation. Moreover, there has been an intergenerational effect with either children or parents following in the footsteps of their parent or child. Plus, many family or Community members have been encouraged to join the EQS Program.

As for learning – success breeds success and most of Replay's Graduates are lined up to continue their studies and many employers recommend that their Indigenous Participants should study within University.

As for the Employment Incubators, the numbers are growing and this year we have seen the growth company-wide. Multi-site Aged Care and Child Care Companies want to be involved - they can be assured of quality training, quality Indigenous Participants and quality future employees as many graduates are still with the Companies where they started.



Graduation (Fig. 4)

Recently, Replay asked two EQS graduates to accompany the Company Directors to an important meeting. The graduates stood up and spoke eloquently to the meeting about their employment experiences before and following the EQS Program.

The Indigenous Participant who had studied a Certificate III in Aged Care Work had previously worked in factories but wanting more, applied to undertake Replay's EQS Program. She finished the Program and was offered full-time employment with the Employer that Replay had secured for her and where she had worked throughout the Program. After the full time appointment Replay was informed that the General Manager felt that she was outstanding compared to the other applicants who had applied and that he thought she was "definitely leadership material!"

The other Indigenous Participant who had studied a Certificate III in Children's Services had been long-term unemployed when she applied to enter Replay's EQS Program. Not only was she deemed Competent at the end of the Program but the Director of the Child Care Centre where the Participant worked as part of the EQS Program felt that she should go on to study at the Diploma level and then to University. Since then she has found herself two jobs in Child Care, one a senior position and has enrolled in the Diploma of Children's Services.

Given the strong stereotyping of Indigenous people in the media, those who were attending the meeting accused Replay of having "picked only the best" for them to meet and "they wished that more Indigenous People were like them!"

In fact, ACWL graduates generally perform at a high level after they have completed EQS, resulting in them being sought after in the employment market.

Acknowledgements

Dr Jones would like to recognise the contributions of the staff and students of the Australian Centre for Workplace Learning, especially Melanie Trudgett, to the preparation and delivery

of this paper. The EQS program is funded by the Australian Department of Education, Employment and Workplace Relations.

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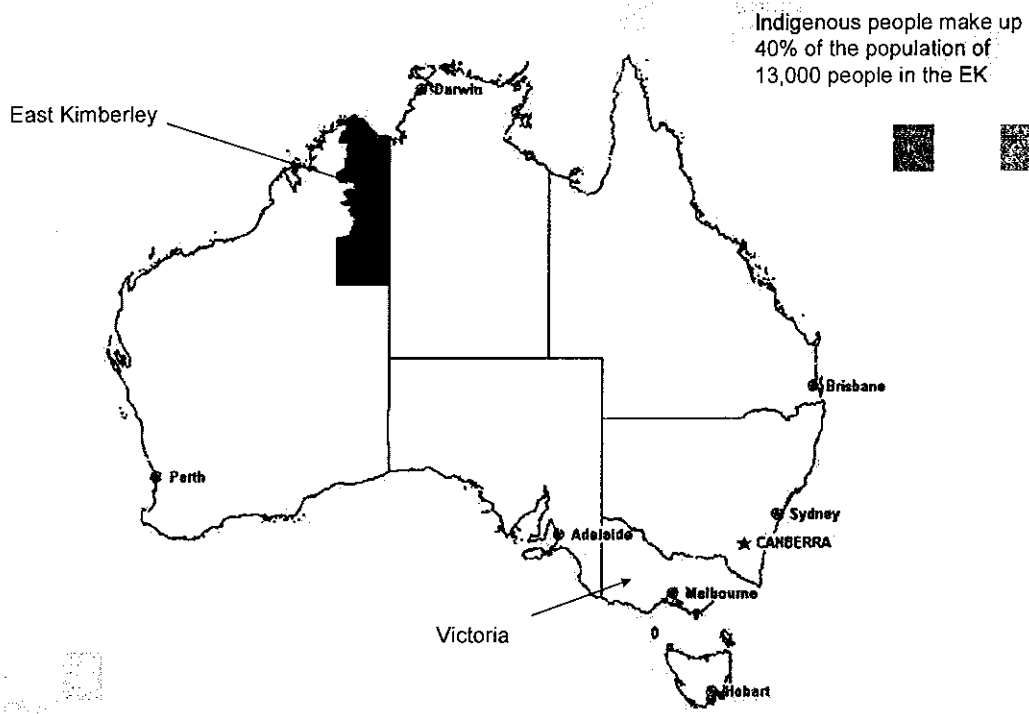
The Wareg website – A web-based educational tool to assist the transition of Australian Indigenous people living in remote and regional communities from welfare dependence to real employment

Presented by: Jorge Gonzalez, Project Manager & Murray Coates, General Manager, Wunan Foundation – AUSTRALIA

Presented on: Wednesday 24 March 2010, as part of *Stream 3: Capacity Building*



Wunan is about unlocking the potential of Aboriginal people in the East Kimberley to develop better lives for self and family.



Working Communities
 21 - 26 MARCH 2010

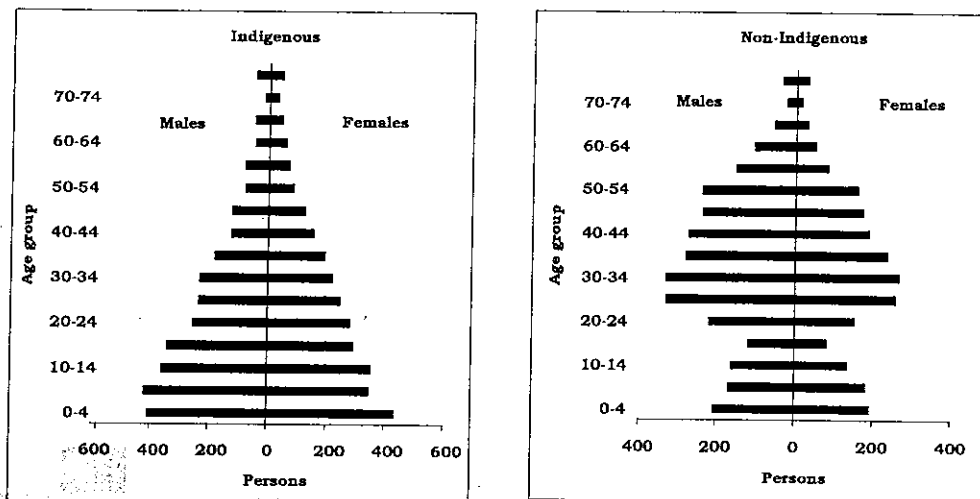
Overview of our regions challenges

	Indigenous	Non Indigenous
Life expectancy – males (years)	47	78
% aged 15 -24 unemployed or on CDEP	79%	4.3%
Median weekly individual income for people aged 15+	\$200 - \$241	\$540 - \$640
% of population under 30 years of age	65%	30%
Birth rate (births per 1,000 population)	21.9	12.3
Arrest rates (per 1,000 population)	364.0	24.4

Working Communities
 21 - 26 MARCH 2010

Indigenous Population Distribution

We need to ensure these young people can make the most of the opportunities in the region.



Working Communities
24-28 MARCH 2010

About Wunan

- Established in 1997
- Aboriginal Board from across East Kimberley
- Regional focus
- Clear strategy for social change
- 55 employees, 45% Aboriginal
- \$15 Million Capital Assets
- Annual turnover of \$8m (2010)

Purpose

Wunan's purpose is to unlock the potential of Aboriginal people in the East Kimberley to develop a better life for themselves and their family.

Objective and Principles

Our objective is to shift the balance of dependence from 80% to 20% over 20 years.

Our strategy for change is based on the principles of independence and responsibility, choice and opportunity, rewarding effort and supporting success.

Strategy for change

In terms of operating strategies, this means:

Strong organisation – to carry a long-term agenda

- Capacity to develop & deliver strategic projects and partnerships
- Commercial investments to build financial independence

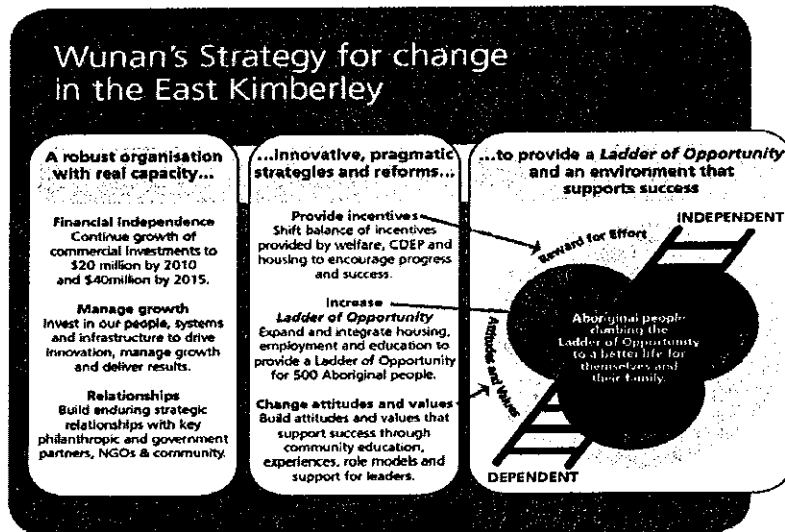
Ladder of Opportunity – for people and families to climb

- Education & employment

- Stepping Stone housing
- Construction industry engagement

Environment that supports Aboriginal aspiration and success

- Influence government to reform welfare incentives
- Influence community to build aspirations and expectations



Wareg website presentation - www.wunan.org.au/wareg

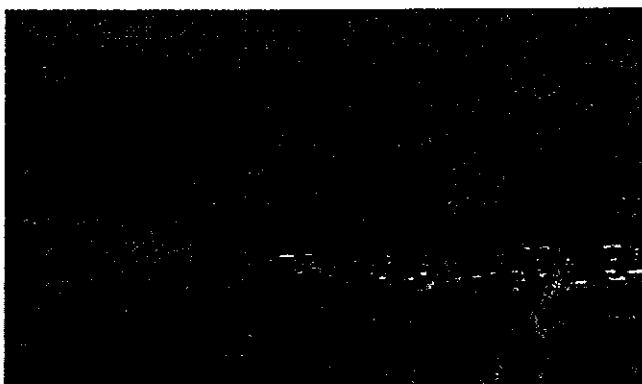
Content

- What is Wareg?
- Pilot locations and challenges
- Participants and Outcomes
- Navigating Wareg
- Possible project extensions
- Question time

Definition

- Wareg means 'work'
- Wareg is a web-based, interactive resource
- Its main purpose is to facilitate transition
- It is aimed at users in remote communities
- The core of the resource is the WRP
- The WRP is not a recipe but an interactive, organic, working model
- Wareg as potential forum and depository

Pilot Locations and Challenges - Real life experience informs content



Participants and Outcomes

- 30 people in all between the ages of 17 and 40 were initially engaged.
- 40 percent female participation
- 20 percent of initial intakes moved out of the community before commencement
- Only to be replaced by new arrivals
- 23 participants in all started in the pilots
- 14 participants finished the programs successfully – in office administration, and building and construction



The situation remains fragile and reversible:

- 3 of those employed participants dropped out of employment within three months
- One of them changed employment location
- Follow up support and mentoring are very important.

Employment Creation Project for People with Intellectual and Developmental Disabilities in the Korean National Assembly

Presented by: Daegyu Kim, Senior Executive Research Fellow and Dr Jongjin Kim, Director, Employment Development Institute (EDI) of the Korean Employment Agency for the Disabled (KEAD) – KOREA

Presented on: Wednesday 24 March 2010, as part of *Stream 4: Employment Creation & Engagement*

Abstract

People with intellectual and developmental disabilities are said to have extreme difficulty in getting a job. Even if they manage to get employed they are most likely to get underpaid while working under poor conditions compared to those with different types of disabilities. The fact that the proportion of disabled employees working for government and government agencies favored by most job seekers is less than 1% indicates just how many difficulties they suffer in the labor market.

The suffering of those with intellectual and developmental disabilities is largely attributed to the prejudice of our society against the disabled and the lack of opportunities for decent jobs. Our agency has paved the way for raising awareness about the difficulties the disabled in our society face and has tried to expand employment opportunities in government and the public sector by introducing the first-of-its-kind Project for the creation of employment for people with intellectual and developmental disabilities in the National Assembly.

The project is intended to facilitate the severely disabled in getting access to job opportunities in government and the public sector by presenting a record of their performance of tasks conducted in the National Assembly and to enhance the employment of those with intellectual and developmental disabilities in the public sector.

Chapter 1 Introduction

Part 1 Necessity of Project

The global economic crisis in late 2008 further exacerbated the already poor job opportunities situation for the severely disabled. This dire situation necessitated the creation of a symbolic employment model for the disabled which can be widely applied throughout our society in a bid to resolve this problem. To this end, employment opportunities have been sought for people with intellectual and developmental disabilities at the National Assembly, a representative national institution that has spearheaded the establishment of the social value and benefit of employing disabled people and has urged businesses to comply with the mandatory employment rate for hiring the disabled through the enactment and revision of "Act on Employment Promotion and Vocational Rehabilitation for Disabled Persons", based on which this internally developed model of how employment opportunities might be created in the public sector for people with intellectual and developmental disabilities has been devised.

Part 2 Purpose and Implications of Project

The primary purpose of this project is to have the National Assembly, as the representative legislative body of the public sector, take the lead in enhancing the employment of the severely disabled and so present for the first time a model of employment creation for people with intellectual and developmental disabilities. To put it more concretely, to promote the employment of those with intellectual and developmental disabilities, the representative legislative body of the public sector has been commissioned to come up with concrete action plans and procedures to implement a job creation project for the disabled and to develop a useful employment model for those with intellectual and developmental disabilities who seek to find a job in government and the public sector by presenting concrete data with respect to its own performance in regard to the aim of the project, i.e., employing disabled people.

There are several implications that follow from having a project that promotes the employment of people with intellectual and developmental disabilities at the National Assembly. First of all, the National Assembly, a representative legislative body of the public sector, is able to present concrete data and information based on the results and performance of the trial implementation of the employment creation project for people with intellectual and developmental disabilities for the first time.

In addition, the trial project initiated by the National Assembly for those with intellectual and developmental disabilities is most likely to contribute to attracting attention to the issue of employing the severely disabled not just in government and the public sector but also in the private sector and will likely lead to an improvement in social awareness concerning the employment of the severely disabled.

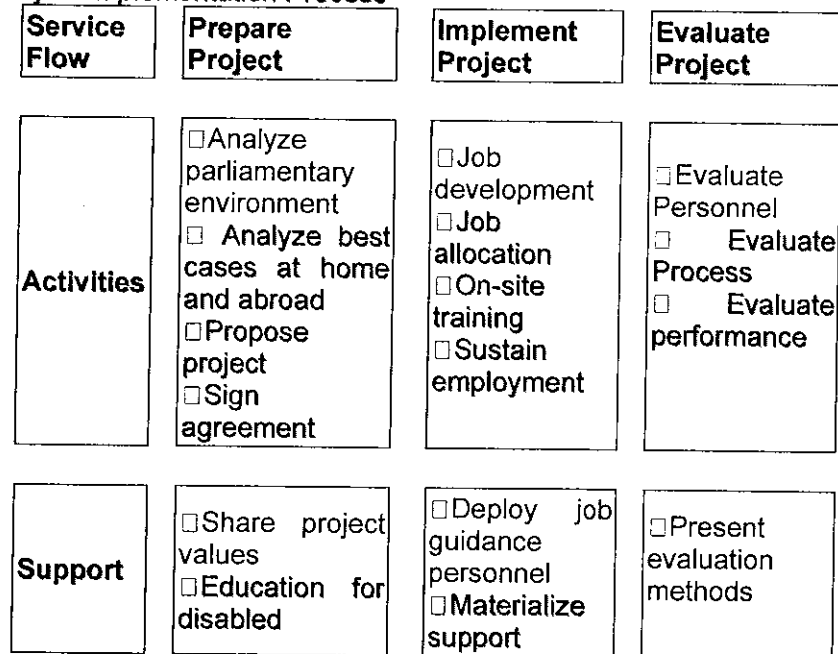
Furthermore, the role model and leadership of the National Assembly, which clearly recognizes the importance of employment for the severely disabled even in recessive economic conditions and which spearheads efforts to actually hire the severely disabled, is expected to create substantial ripple effects throughout our society.

Last but not least, people with intellectual and developmental disabilities who are employed by the National Assembly will be able to raise their self-esteem while performing their duties as administrative assistants and will provide other severely disabled people with the courage and hope that they too can find employment in government and the public sector generally.

Part 3 Project Implementation Plan

Organizing a comprehensive action plan and appropriate procedures will be required for the successful implementation of a project to create employment opportunities for people with intellectual and developmental disabilities. The following diagram [Picture 1] illustrates the three different stages in implementing the employment creation project.

[Picture 1] Project Implementation Process



The thrust of the project implementation will be orientated towards enhancing work adaptability and the level of satisfaction with work with a special focus placed on (1) eliminating the bias and prejudice against disabled people in the National Assembly (2) training to elevate work adaptability so that people with cognitive disabilities are capable, functional and knowledgeable in their work environment (3) a job development process that

connects specific targets to specific jobs and supports adaptation at work (4) other supportive items for employers and disabled employees.

Chapter 2 Preparation of Project

Part 1 Finding the Best Examples of the Employment of Disabled in the Public Sector at Home and Abroad and Presenting the Project Proposal to National Assembly

The objective in the project preparatory stage is to secure job opportunities for those with intellectual and developmental disabilities. One of the primary tasks is to lay the groundwork for promoting employment of the severely disabled within the National Assembly by supporting those who are in charge of making decisions regarding the employment of the severely disabled to share the values of the project. Our Agency has elicited a consensus for the project's values from influential figures in charge of decision-making in National Assembly through its consistent efforts in explaining the social value and benefit of employing the severely disabled within the National Assembly. Other activities such as reaching an agreement with the National Assembly based on an established consensus have contributed to securing the basis for the employment of the severely disabled in National Assembly.

In order to systematically implement the project of promoting the employment of the severely disabled in the National Assembly, the following steps were taken: promotion of dialogue between lawmakers and the Korea Employment Promotion Agency for the Disabled; discussion of the issue at length with Kim, Hyeong-oh, the National Assembly speaker on April 7, 2009; and formally proposing the project of promoting the employment of those with intellectual and developmental disabilities in the National Assembly.

The proposal includes a number of actual cases from home and abroad that we cited to promote a consensus for the successful implementation of the project. These cases include the employment of people with intellectual disabilities at Ewha Women's University, the employment of the severely disabled as librarians in National Library of Korea, the special recruitment of public servants among the severely disabled by the Ministry of Public Administration and Security as well as overseas cases such as the employment of those with intellectual disabilities for administrative assistant jobs such as collecting mail, computer work and stamping in the House of Councilors of Japan.

The National Assembly speaker agreed that the National Assembly should take the lead in enhancing our national values and prestige and should contribute to finalizing the official agreement of expanding employment opportunities for the disabled between the National Assembly, as one of the national institutions, and the Ministry of Labor, as part of the government administration, on April 20, 2009 for the first time in Korea.

In accordance with the agreement, working-level officials in the Secretariat of the National Assembly and the Agency are scheduled to develop a number of positions (such as administrative assistants in the HR department of the Secretariat of the National Assembly, assistant librarians in the National Assembly Library, assistants in the National Assembly fitness center and assistants in the National Assembly restaurant) for people with intellectual and developmental disabilities over the next few months and to employ seven persons with intellectual and developmental disabilities before making a final decision on the employment of the disabled based on the objective evaluation of their work performances.

Part 2 Educational Efforts to Raise Public Awareness about Disabled Public Servants in the National Assembly

Creating an organizational environment where there is a favorable attitude towards the disabled is critically important for the successful implementation of the project. The agreement between the National Assembly and the Ministry of Labor for an increase in the employment of the disabled in the Secretariat of the National Assembly includes efforts to educate people as to the benefits of employing disabled persons and to raise awareness about the plight of the disabled as part of the concrete collaborative action plans. In this respect, educational initiatives were performed to raise awareness on the issue of disabilities

that included promoting a basic understanding of disabled people and advising on the appropriate etiquette towards disabled people for those who work in the National Assembly, particularly those who are likely to work with disabled workers.

Chapter 3 Project Implementation

Part 1 Job Development Stage

One of the essential activities for job development is the analysis of jobs, which requires the collection of a large amount of information regarding jobs appropriate and/or applicable to disabled people. As a first stage in developing jobs for those with intellectual and developmental disabilities working in National Assembly, the employment rate of the disabled was analyzed along with the working environment within the National Assembly based on a large amount of collected information to ensure the possibility of employment for people with intellectual and developmental disabilities. As a second stage, several viable job alternatives were presented for people with intellectual and developmental disabilities and trial training was conducted to realize the goal of employing the disabled.

Table 3-1 National Assembly Final Proposal with respect to Jobs Applicable and Appropriate for Disabled People

Category	Proposal by Agency	Review comments by HR department	Final Proposal
	Mailing and handling documents Administrative assistance	One disabled person deployed in HR department as an administrative assistant	One disabled person will be deployed in HR department of National Assembly - Arrange HR cards
	Assistant in medical treatment room of National Assembly	Trial work has not been conducted due to lack or insignificance of work	There is no need for additional labor force in medical treatment room due to lack of relevant work, so one person will be deployed to the restaurant and another to the library of the National Assembly, respectively.
Applicable Jobs	Health Management Room and Fitness Center	Scheduled to make a decision on employment based on the evaluation of the trial work training - Two persons in Health Management Room - Two persons in Fitness Center Four persons in total	Two persons will be deployed to the Fitness Center
	Assistant librarian in the National Assembly Library	Scheduled to make a decision on employment based on the evaluation of the trial work training	One person will be deployed to the perusal service department of the National Assembly Library and another to the data collection department, respectively.

Part 2 Job Deployment

The purpose of the job deployment process that connects targeted disabled people to particular, appropriate jobs is to solidify the basis for disability employment. Major tasks include selecting and evaluating target people, deploying them to specific jobs and attracting support from colleagues in a natural manner. The method of public announcements was used to select target people to ensure equal opportunities for employment and the selection process was finalized through document reviews and interviews. The evaluation on targeted people was conducted with a focus on identifying personal aptitudes and interests that may either advance or obstruct potential employment by conducting a picture job aptitude test for those with intellectual disabilities as well as conducting trial work performances in a bid to determine what would be the optimal jobs befitting their capabilities and propensities. During

the process of deploying targeted people to specific jobs, a job mentor was arranged to support those with intellectual and developmental disabilities to help them better adapt to a organizational culture at work and help them get along with their colleagues while eliciting and securing the proper care, proactive support, recognition and other necessary support from colleagues at work.

Seven people with intellectual and developmental disabilities were recruited who were capable of performing selective jobs developed within the National Assembly. This recruitment was done through a public announcement and a series of evaluations and preliminary training sessions were conducted in a similar work environment to that of Assembly. Based upon this, job deployment was finalized in a way that enabled the disabled to happily perform the work duties that had been duly assigned to them in accordance with their aptitudes. In addition, a disability awareness training program was conducted for public servants in the National Assembly who are likely to work with disabled workers in order to raise awareness and to improve the perception towards the disabled in general.

Table 3-2 Result of Evaluation of Preliminary Job Deployment for Disabled People under Trial Project Training

Index	Name	Gender	Disability Class	Aptitude Test	Work Evaluation Score				Inspection Result	Final Deployment
					Library Work	Restaurant Work	Fitness Center	Word Processing		
1	Kimoo	Male	Intellectual Disability Class 3	Kitchen assistant	60	75	77.2	78.3	Complies well with work instructions and is clean and meticulous.	Fitness Center
2	Juoo	Male	Intellectual Disability Class 3	Kitchen assistant	52.9	78.3	82	71.6	Shows strongest attitude in restaurant and cleaning work and he likes the work too	Restaurant
3	Cho oo	Male	Developmental Disability Class 2	Kitchen assistant	66.3	78.3	60	65	Capable of performing work in accordance with instructions. Is active, sociable and agreeable, which makes him qualified for the department that requires a lot of contact with people	Library
4	Parkoo	Female	Intellectual Disability Class 3	Arrangement	57.1	61.6	78.1	50.7	Capable of performing work in accordance with instructions, she likes cleaning and arranging work	Fitness Center
5	Jangoo	Female	Intellectual Disability Class 3	Kitchen assistant	75.7	81.7	85.4	76.6	Highly compliant with work instructions and shows competence in performing above average work tasks	Library
6	Parkoo	Male	Developmental Disability Class 3	Kitchen	90	85	96.3	83.3	Agile and good at making a precise reply to questions, which makes him qualified for the department with a lot of instructions	HR Team
7	Parkoo	Male	Developmental Disability Class 3	Arrangement	78.5	69	65.4	76.3	Requires development of capability by jointly working with more capable disabled person in a restaurant where two persons are assigned	Restaurant

Part 3 Onsite Training Stage

The onsite training process was intended to improve the conduct and competency of workers so that they would be able to perform their assigned duties satisfactorily. Training and education on technologies and knowledge related to assigned jobs were provided as well as advice on attitude and behavior. As one of the major tasks to accomplish this goal, a highly customized job training plan was established with the aim of meeting the different needs and wants of different target workers and providing them with training in a systematic and effective manner by interconnecting the unique individual characteristics and potential competences that were identified based on the evaluation of work performances through job analyses. Based on this, the job mentor conducted training and education focusing on a number of factors required for disabled workers to learn new duties and responsibilities at work, to improve productivity and to better adapt them to the new environment so that they could establish a positive relationship with other co-workers in the workplace. Meanwhile, in a bid to enhance the adaptability of disabled people to their duties, a variety of supportive measures were provided for disabled workers such as job reshuffles and guidelines for those who are in charge of work conducted by people with intellectual and developmental disabilities within the National Assembly so that they are able to conduct their work along with disabled workers without difficulties.

October 14, 2009 was the first day that seven severely disabled people who successfully passed the evaluation process came to work. An eight-week trial employment program from that day until December 4 was kick-started with a job mentor dispatched to provide sustained services to help them successfully adapt to the new environment while identifying and resolving inconveniences during the trial employment period and eventually to ensure their permanent employment.

Chapter 4 Project Evaluation

By the time the onsite training was completed, it was found that there was a significant change in perception among the employees of the National Assembly towards disabled people, and those people with intellectual and developmental disabilities had successfully performed their duties and responsibilities. The Secretariat of the National Assembly made a decision to hire six intellectually and developmentally disabled people who went through the onsite training successfully as they were deemed to be qualified to conduct their duties. One of the seven was suspended from employment as he was deemed not to be suited to his original post but he was eventually hired by having his post switched to book arranging in the National Assembly Library. Therefore, this trial project has demonstrated its potential to be adapted into a successful employment model for disabled people so that they can be hired in the public sector.

Chapter 5 Conclusion and Suggestion

The Employment Creation Project for People with Intellectual and Developmental Disabilities in the Korean National Assembly that was implemented for 11 months from February to mid December 2009 achieved several significant results, including not only the expansion of decent job opportunities for people with intellectual and developmental disabilities in government and the public sector but also the elimination of prejudice and ignorance and the creation of a new positive perception and awareness among the general public towards people with intellectual and developmental disabilities.

As a result of this project, several concrete accomplishments are as follows:

First, the entire implementation process of the project intended to create job opportunities for those with intellectual and developmental disabilities has been classified into three different stages of preparation, implementation and evaluation and its progress has been presented in a detailed and thorough manner. In addition, an in-depth analysis of the success factors and supplementary factors of the project was conducted along with the process of tackling several issues and problems that might occur during the process of implementing the project in an active and organic manner.

Second, as part of the tangible and unprecedented achievements effected by this project's implementation, seven people with intellectual and developmental disabilities were hired by the National Assembly, a major national institution. This is how a new approach to creating jobs for disabled people was presented to government institutions. A new method for establishing a council comprised of leading figures enabled us to present a project proposal direct to the National Assembly speaker, a top decision-maker in National Assembly, while at the same time building an unprecedented consensus for the expansion of employment opportunities for disabled people between the National Assembly, a constitutional institution, and the Ministry of Labor, part of the government administration. Upon completion of signing the agreement, working-level officials in both institutions have consistently analyzed and developed appropriate jobs for disabled people through intensive analysis and brainstorming and also sustained support measures to facilitate disabled people to better adapt to their new working environment and to enhance an agreeable relationship with other co-workers within the organization.

Third, an organic support system made up of the National Assembly, our Agency and the parents of disabled workers was established to help people with intellectual and developmental disabilities settle in to their positions within the National Assembly and a detailed description of support from the National Assembly, the Agency and the parents for disabled people was presented. In particular, in-depth information was sought on work place environmental support for disabled workers, including the provision of conveniences as well as on the meticulous efforts that the National Assembly the Agency and the parents need to undertake to improve matters.

Fourth, those who are likely to work together with people with intellectual and developmental disabilities were provided with education on the characteristics of intellectual and developmental disabilities and the proper etiquette required to work with disabled co-workers in a bid to help the disabled better adapt to their new environment and perform their designated tasks in an agreeable environment without serious conflicts arising.

Fifth, several important and useful materials on the comprehensive process of the project were created and presented, including how to measure changes in the relationship between disabled workers and other surrounding co-workers by using a variety of evaluating tools.

Sixth, the role model that the National Assembly has been with respect to the employment of the severely disabled, especially in this economic recession, has contributed to reminding government institutions in the public sector, conglomerates and press institutions in our society that serve as opinion leaders with significant influence that they have social duties and responsibilities towards less privileged people.

Seventh, the project has presented a positive and attractive role model and precedent where people with intellectual and developmental disabilities who usually suffer in the labor market were successfully hired by the National Assembly, one of our national institutions, and have conducted their duties in a faithful manner, enabling not just disabled applicants who participated in the project but also their family members to enhance their self-esteem.

Based on the results of the project, we have come up with the following proposals to resolve potential problems identified during the process of implementing the disability employment creation project and to further develop and expand job opportunities for people with intellectual and developmental disabilities.

First, there is a need to gain the interest and attention of the heads of institutions with regard to the employment of disabled people by establishing the basis for environmental and social support measures. In this vein, more drastic measures such as including the employment of disabled people as one of the evaluation criteria in appointing a head of an institution will significantly contribute to enhancing the employment of the severely disabled in public sector.

Second, the perception of those who are likely to work with disabled co-workers is critically important to ensure the job stability of disabled workers. Development of a number of easily accessible disability awareness programs as well as materials and education methodologies designated to enhance a positive perception towards disabilities will be required to challenge the perception of organizational members towards the disabled and to create an agreeable organizational atmosphere among all members.

Third, appropriate national-level policy adjustments will be required. A number of jobs, including the arrangement of HR cards in the HR department of the Secretariat of the National Assembly and other administrative assistant jobs such as assistant librarians in National Assembly Library have been identified as ones that people with intellectual and developmental disabilities are able to easily adapt themselves to and to perform competently. However, in reality, civil servants or interns typically take jobs as administrative assistants in public libraries. The duties and responsibilities of these jobs are similar to those undertaken by people with intellectual and developmental disabilities, further reducing the job opportunities for disabled people. Social consideration for those with intellectual and development disabilities will be required when creating or modifying relevant policies and regulations to reflect the positive perception for the disabled shared by the general public.

Fourth, a revision of policies with regard to the employment of the disabled in the public sector is required. Government agencies, as well as the National Assembly, recruit disabled workers separately from non-disabled job seekers through a divided recruitment process. However, the reality is that people with intellectual and developmental disabilities have extreme difficulty in obtaining employment through this divided recruitment process. Therefore, new policies and guidelines that overturn the existing institutionalized divided recruitment procedures and that encourage special recruitment for the severely disabled will be required or the current divided recruitment system must be revised to facilitate the entry of the severely disabled into working positions in the public sector.

Fifth, employment projects that support disabled people need to be further expanded. The current guidelines of the Agency regarding disability rehabilitation and employment exclude government institutions from the list of those targeted with supporting the employment of the disabled. In order to expand the entry of the severely disabled into the public sector, such as government institutions or local autonomous bodies, the revision of relevant policies to make these positions more on-site accessible and practical, such as the expansion of the target pool eligible for employment support, is required.

Sixth, thorough preliminary preparations for the creation of job opportunities are required. Rigorous in-depth groundwork with sufficient time invested will be required to come up with a successful employment creation model and to enhance job opportunities for disabled people. First of all, the characteristics and duties of target institutions should be sufficiently analyzed to develop proper jobs for disabled people. In addition, it will be desirable and necessary to pick optimal applicants through a careful evaluation and recruitment process for disabled people. On top of that, the workers within the organization should be able to provide a warm welcome and show consideration for disabled co-workers they are to work with.

Seventh, the development of suitable evaluation tools for proper feedback is required. The project conducted in the National Assembly was accompanied by an evaluation that enabled us to properly check changes in the level of satisfaction with work and work implementation capabilities and to analyze changes in the perception of co-workers toward those with disabilities. However, the evaluation tools we have used were not exact or sufficient enough to precisely analyze and incorporate what is required.

Therefore, the development of proper tools intended to enable us to identify changes in disabled workers and institutions that employ them in an objective manner and that will greatly contribute to expanding the employment of the disabled by taking preemptive measures against any potential problems in the employment process by identifying them in advance are required

Eighth, a systematic support system needs to be established. For the creation and expansion of employment opportunities for the disabled, a comprehensive and organic support system among the Agency, target institutions and family members of the concerned disabled workers is more important than any other thing. Any effort in one particular area will not be enough to fundamentally resolve the problems identified during the evaluation process. An effective operation of this organic support system along with a faithful execution of designated work will guarantee not only the expansion of employment but also job stability as well. In particular, there is a dire need for sustained instruction in post-employment adaptation to resolve various possible problems that might occur after employment through an ongoing, sustained relationship.

Ninth, concrete and proactive PR strategies, including the creation of news releases in a timely manner need to be established in order to make the mass media place a high priority on this issue in a consistent fashion. These combined efforts will contribute to making the significance of the issue more widely known to the public and further elevate the maturity of the public's awareness to another level.

As such, this project at the National Assembly has symbolic ramifications and has set in place an unprecedented process and mechanism for hiring people with intellectual and developmental disabilities. In addition, the leadership that the National Assembly demonstrated in expanding job opportunities for disabled people is expected to have a considerable impact on changing existing perceptions towards disability throughout all government institutions on a nationwide basis. In particular, the execution of this project is also expected to notably contribute to revitalizing the employment of other severely disabled in addition to those with intellectual and developmental disabilities.

Futures Coffeehouse – Finding Inclusion without Exclusion

Presented by: Kevin O'Loughlin, CEO, Finding Futures – AUSTRALIA

Presented on: Wednesday 24 March 2010, as part of *Stream 4: Employment Creation & Engagement*



EMPLOYMENT CREATION & ENGAGEMENT
A Social Inclusion Project

About Finding Futures

Finding Futures is a community based, not for profit, employment and training agency for people with a disability, injury or who are socially disadvantaged.

Our vision is to provide equitable access through creating opportunities for individuals to maximize their potential, providing pathways into further training and sustainable employment.

Finding Futures adopts the United Nations convention on the rights of persons with disabilities

Accredited under ISO9001:2000 and Joint Accreditation System of Australia and New Zealand (JAS-ANZ) for the delivery of Disability Employment Services. Finding Futures is a Registered Training Organisation (RTO) and also offers both accredited and non-accredited training.
www.findingfutures.com.au

“Finding Inclusion without Exclusion”

- What does “social inclusion” mean to you?
- List the one most important consideration when implementing social inclusion?
- EXERCISE: List examples of inclusive practices from your own observations in the past couple of days. Example: Lifts at Hyatt.

Social Inclusion – Australian Government Policy

Launched 28 January 2010



Julia Gillard

Deputy Prime Minister and Minister for Social Inclusion

“Social Inclusion is about ensuring that every Australian, wherever and whoever they are, has a chance to develop themselves and participate fully in community life.

“Being socially included means having the opportunities, the resources and the capabilities to participate in this way— to learn, work, engage in the community and have a voice.”

Social Inclusion Priorities

Australians generally have a good standard of living compared to other countries. But there are still about five per cent of those aged 15 years and older who experience multiple disadvantages which are likely to affect their ability to learn, work, engage and have a voice.

Disadvantage and social exclusion tends to be higher amongst certain groups of people and the Australian Government has identified priorities in which to start the work of addressing social exclusion and increasing social inclusion:

- Supporting children at greatest risk of long term disadvantage by providing health, education and family relationships services
- Helping jobless families with children by helping the unemployed into sustainable employment and their children into a good start in life
- Focusing on the locations of greatest disadvantage by tailoring place-based approaches in partnership with the community
- Assisting in the employment of people with disability or mental illness by creating employment opportunities and building community support
- Addressing the incidence of homelessness by providing more housing and support services
- Closing the gap for Indigenous Australians with respect to life expectancy, child mortality, access to early childhood education, educational achievement and employment outcomes.
- In developing programs for increasing participation by the above priority groups, the Government is also committed to helping vulnerable new arrivals and refugees.

Social Inclusion Principles

The Australian Government has adopted a set of principles developed by the Australian Social Inclusion Board to guide the Social Inclusion Agenda.

These principles include a set of aspirations - what we want to achieve - and approaches to help us get there.

- **Aspirations**
 - reducing disadvantage
 - increasing social, civic and economic participation
 - developing a greater voice, combined with greater responsibility
- **Approaches**
 - building on individual and community strengths
 - building partnerships with key stakeholders

- developing tailored services
- giving high priority to early intervention and prevention
- building joined-up services and whole of government(s) solutions
- using evidence and integrated data to inform policy
- using locational approaches
- planning for sustainability

What is a coffeehouse?

ACTIVITY

What is a coffeehouse? Is there a difference between a "café" and a "coffeehouse"? What do you see as three characteristics of a coffeehouse?

History of the coffeehouse

"Discussing the Franco- Prussian War in a Paris Café", *The Illustrated London News* 17 September 1870. (See right.)



Meaning of coffeehouse

Coffeehouses largely serve as centres of social interaction. The coffeehouse provides social members with a place to: congregate; talk; write; read; entertain one another; or pass the time, whether individually or in small groups of two or three.

In the United States, the French word for coffeehouse (café) means an informal restaurant, offering a range of hot meals.

Historical uses of coffeehouses

The Ottoman chronicle reports the opening of the **first coffeehouse** in Istanbul in 1555:



Left: Storyteller at a coffeehouse in the Ottoman Empire

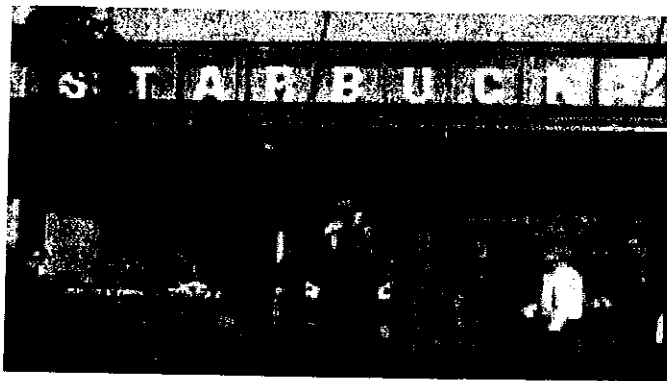
- Coffeehouses in Mecca soon became a concern as places for political gatherings
- Paris' first coffeehouse opened in 1672 and in 1686 Cafe Procope opened and this coffeehouse still exists today and was a major meeting place, and it is arguably the birthplace of the Encyclopaedia.
- The banning of women from coffeehouses was not universal, but does appear to have been common in Europe.

(Exclusion!!!!!!...)

- The first coffeehouse in England was set up in Oxford in 1650 (Oxford's Queens Lane Coffeehouse established in 1654, is still in existence today).

- The first coffeehouse in London was opened in 1652 in St Michael's Alley, Cornhill.
- In London, coffeehouses preceded the clubs of the mid-18th century, which skimmed away some of the more aristocratic clientele. Jonathan's Coffee-House in 1698 saw the listing of stock and commodity prices that evolved into the London Stock Exchange.
- Auctions in salesrooms attached to coffeehouses provided the start for the great auction houses of Sotheby's and Christie's .
- In Victorian England, the temperance movement set up coffeehouses for the working classes, a place of relaxation free of alcohol, an alternative to the public house (pub).
- Coffee shops in the United States arose from Italian coffeehouses of the immigrant communities in the major U.S. Cities. America had its first coffeehouse in Boston, in 1676
- In the United States, from the late 1950s onward, coffeehouses also served as a venue for entertainment, most commonly folk performers. The political nature of much of 1960s folk music made the music a natural tie-in with coffeehouses with their association with political action. (Joan Baez and Bob Dylan began their careers performing in coffeehouses).
- As the youth culture of the 1960s evolved, non-Italians consciously copied these coffeehouses. Before the rise of the Seattle-based Starbucks chain, Seattle and other parts of the U.S. had a thriving countercultural coffeehouse scene; Starbucks standardized and mainstreamed this model.

Below: The first Starbucks store in Seattle, Washington



- From the 1960s through the mid-1980s, many churches and individuals in the United States used the coffeehouse concept for outreach. They were often storefronts and had names like *The Gathering Place* (Riverside, CA). Christian music (guitar-based) was performed, coffee and food was provided, and Bible Studies were convened as people of varying backgrounds gathered in a casual "unchurchy" setting. A *Coffeehouse Manual*, served as a guide for Christian coffeehouses, including a list of name suggestions for coffeehouses.

A social inclusion project

Project Background:

- Funded by the Department of Education, Employment and Workplace Relations (DEEWR) as a provider within the Disability Employment Network, Finding Futures has been in Ballarat for over 15 years. With major changes announced by the Federal Government around the provision of employment services for people with a disability, and their social inclusion policy agenda, the Board of Management has embraced a pro-active approach for the future.
- Situated within the Ballarat CBD, Café Phoenix started 3 years ago with the intent of combining a personal well being focus (yoga, art therapy, holistic healing, etc.) with a

café environment, attracting those seeking meaning and social connection. Social groups, a community table and newsletter with 400 strong mailing list evolved as the Phoenix community grew. The owners' passion remains for the concept, but by early 2009 the demands of long hours and limited funds became too difficult to sustain.

- Learning of the history and plight of Café Phoenix, Finding Futures CEO, Kevin O'Loughlin, began to explore options for purchasing the business and leasing the property. With a forthcoming strategic planning weekend in mind, a good handle on organisational vision and recognition of opportunities, Kevin put forward a proposal which was whole heartedly approved by the Board and Management.

Project objectives

- Purchased in September 2009, the Finding Futures Coffeehouse employs a Coordinator, and employment for trainees with disabilities through a labour hire company (Partner).
- With a social inclusion and accessibility focus, clients can relax, chat and have coffee and meals in an affirming friendly environment. Open to the general public, the premises includes: a community table; internet café with disability specific equipment, self help and support groups; resources and displays highlighting the creativity of people with disabilities, plus an employment and training facility.
- Other objectives include the involvement of community agencies to use the Coffeehouse to socially engage their clients, accessing training and facilities or even volunteering to help with operations. The only such easily accessible venue in Ballarat, we aim 'to raise the bar' in customer expectations of similar venues, illustrating how a disability friendly environment (physically and attitudinally) can assist in building a customer base.
- This innovative Project is a very exciting direction for our organisation and will, we believe be the subject of much interest for agencies working with the disadvantaged and people with disability or injury.

"The Australian Government's vision of a socially inclusive society is one in which all Australians feel valued and have the opportunity to participate fully in the life of our society."
(Ref: www.socialinclusion.gov.au)

Business description

Purpose: Finding Futures to conduct a Café in Ballarat to provide opportunities specifically for people with a disability and their carers to become more socially included.

Activities:

- The café will be staffed by jobseekers with a disability under a hospitality traineeship.
- Disability groups and day program clients use for learning social etiquette skills
- Parents/Carers use to bring people with disability for social interaction and support.
- Special interest groups for various disability groups.
- Disability awareness promotional activities
- Display of creative goods by people with a disability
- Internet café with specific equipment for people with disabilities
- Formal registered training for individual's under ACFE & RTO programs.
- Venue for case managers to meet and interview their clients individually and in small groups.
- Work experience placement for secondary school students and students undertaking specialist post-secondary disability courses.

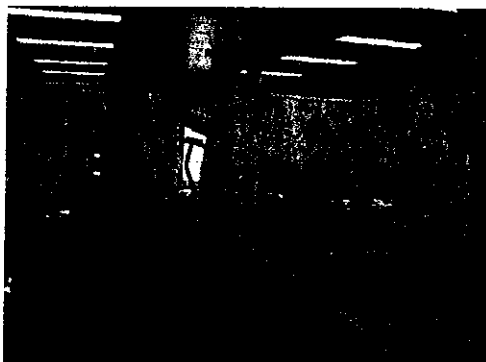
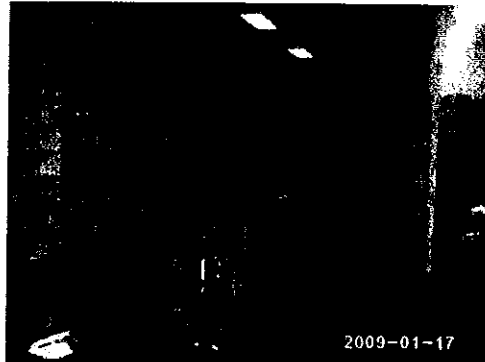
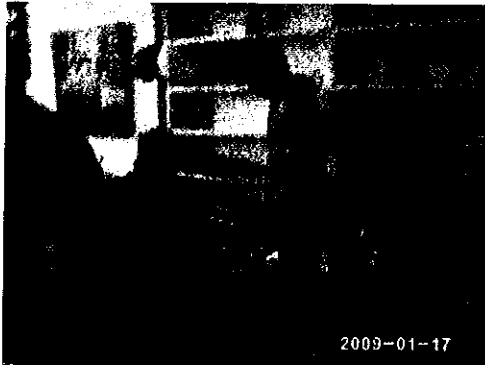
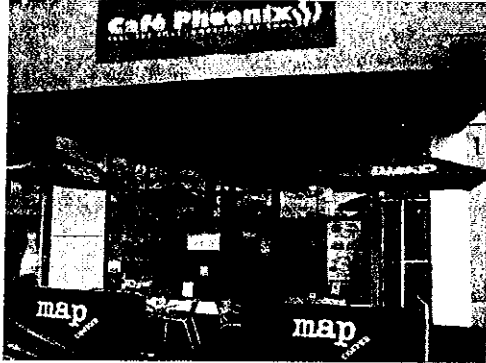
Management: CEO will employ a Manager with retail experience and commitment to people with a disability to look after day-to-day operations.

Outcomes

The outcomes for Finding Futures from this Project include:

- Improve community profile and partnerships
- Employment outcomes for at least 4 DEN jobseekers
- Job creation in Ballarat community of at least 5 positions.
- Integration of our DEN & Training services.

Before and now



An International Model for Partnering

Presented by: Rosemary Wallage, Managing Director and CEO, Interwork Ltd – Australia, and Clare Thomas, International Development Manager, Shaw Trust Ltd – United Kingdom
Presented on: Wednesday 24 March 2010, as part of *Stream 5: Enhanced Service Delivery Models*

Introduction

A successful partnering arrangement between Interwork Limited, a disability employment specialist providing services across metropolitan and regional South Australia and Shaw Trust Limited the UK's largest provider of employment services for disadvantaged people. This has resulted in a unique model born from two strongly aligned Not-For-Profits (NFP) committed to formalising a commercial relationship whilst a world apart geographically.

From the beginning the two organisations shared a common sense of vision and mission. This includes a commitment to social inclusion and the goal of independence for those who are disadvantaged through disability and other circumstances. Both Interwork and Shaw Trust focussed their mission on mainstream employment as a key outcome to achieve social integration, financial resources and a sense of purpose and value within our societal norms.

Supporting this vision was the similarity in the origins of both organisations and the composition of their boards. Conceived and governed by business orientated people and educators both organisations apply commercial acumen and work with structured business practices to ensure efficient and effective application and distribution of resources.

The operating environments of the United Kingdom and Australia demonstrate considerable similarity in servicing policies and purchasing strategies. The similarities extend to markets, government policy, program structures, government objectives legal and employment systems and social policy. Both grapple with solving DEL/AME social inclusion and the aging population. Both demonstrate different aspects of best practice that provide opportunities for the two organisations to learn from each other's experiences and provide evidence to influence policy and service directions.

Both organisations believe in an holistic approach to service delivery. The Shaw Trust service delivery model provides a well rounded and wholesome range of services and assistance to individuals. This comes through recognition that an individual may require help with a number of different issues and rather than only helping with employment there is a need and benefit to establish complimentary support by providing help with a number of different and complimentary services such as health, family and community orientation. This puts the individual at the centre of service delivery and leverages the benefit and participation structures of employment programmes to build a rounded approach to service access and supporting infrastructure within the client's local community.

With both organisations committed to extending access to their service model across a wider range of programs, Shaw Trust as an international organisation and Interwork as a national presence, the confidence in organisational alignment meant a shared future made good business sense.

This paper will take the reader through the journey that lead to a merger in September 2009. It will talk about the business model and drivers for each organisation. In doing so we will share the challenges and lessons, and what the future may hold for the Group internationally and in Australia.

Who is Shaw Trust and Interwork?

Interwork was established in 1991 as a joint project between the, then, South Australian Chamber of Commerce and Industry and the United Trades and Labour Council. The project objective was to establish pathways and processes to achieve open employment for people with a disability. From one Occupational Therapist, Interwork has grown to provide services to all Employment Service Areas (ESAs) in metropolitan and regional South Australia with a

staff of 140 and an annual income base of \$12,000,000. Some 19 years later, Interwork continues to specialise in disability services providing job search and employment support to people with all types of disability. Reflecting the complexity and diversity of disability more than 50% of the 1800 clients provided with services each year experience some form of mental illness. Other disability types include physical at 18%, intellectual at 16%. Interwork also provides significant services to the hearing impaired community in Adelaide.

Interwork's Vision is for people who experience disability and other disadvantage to achieve their independence and potential through employment and employment related services.

This is Interwork's Mission statement.

Through the delivery of employment and employment-related services, Interwork will initiate pathways to independence through collaboration with stakeholders and leadership within communities.

Interwork is governed by an independent board comprising commercial experience and skills with directors sourced from Australia and the United Kingdom. It has a strong funding base and operates with a traditional corporate structure.

Shaw Trust is an international charity supporting disabled & disadvantaged people to achieve their potential. Based in the United Kingdom and with a 26 year track record Shaw Trust delivers a varied portfolio of employment and complimentary services. The diverse suit of services includes government contracts, social enterprises, charitable investments retail and commercial services.

Shaw Trust's Vision is that every disabled & disadvantaged person has the opportunity for work.

Its Mission is to empower the individual through access to employment and to continually increase access to their services including on an international basis.

In 2008/09 Shaw Trust helped over 75,785 people access relevant services assisting over 16,000 people to find and maintain sustained work. Providing over 200 different services, from 140 sites, delivered by 1400 staff, 18.2% of who identify as having a disability.

Shaw Trust has commercial relationships with Motivation in Romania and Intergratia in Poland.

Interwork and Shaw Trust focus on:

- Enhanced Community Development - by working with relevant organisations and supporting existing networks identifying and bridging gaps to empower job seekers
- Engagement with Employers of all sizes, respecting sector and employer specific needs
- Awareness raising regarding disability and disadvantage to influence mindsets and remove barriers
- Increasing the number of people accessing services, training and specialist support

The Business case for Partnering

With all the similarities in operating markets, organisational culture, Vision and Mission it is easy to see how the CEOs and Boards of each organisation fell comfortably into a shared dialogue. This was easily extended to discussions of partnering and the opportunities that may provide. As the astute reader will have identified there is a considerable disparity in the size and scope of Interwork and Shaw Trust. However Tim Papé (Director General Shaw Trust) had a consistent belief in the way an international organisation should respect and interact with new markets. He believed in the strength and value of a local partner with established reputation, networks, governance, performance and contracts. This is the lesson he learnt from Shaw Trust's growth in the UK and that lesson was translated to the international forum.

Interwork's initial contact with Shaw Trust was the result of that intrinsic curiosity about other providers and countries and the generosity of sharing experience and best practice. Over time the discussions took form to create a shared vision of the future.

The shared vision of the future included the common factors of:

- The benefits that flow to clients, staff and communities from sustainable, capable organisations
- Synergy of vision, mission and culture
- Importance of local knowledge
- Opportunity to generate, share and spread innovation and best practice and lessons learnt from evidence based delivery
- Management capability to build a strategic case
- Organisational capability
- Strategically important move for both organisations
- Build upon success as an ambitious prime contractor
- Build organisational capability to ensure sustainability and service

The Business Cases of each organisation included the above benefits albeit with a slightly different emphasis and interpretation. Each business case also included individual elements that represented the different drivers of each CEO and Board.

Very early on, the Shaw Trust Board had the conversation about preferred models for market entrance and agreed the strategy of a local partner. This was followed by further agreement about the preferred organisational profile of a future partner. Accordingly the Shaw Trust Business Case focussed on the match to strategic directions and KPI's, the suitability of the partner and the expected contribution to clients accessing to services, contribution to consolidated finances and strategic contribution.

Interwork came to the concept of a merger in both a responsive and strategic manner. The concept itself was closely examined as were local Australian options and opportunities. Developments in the market, government policy and purchasing were contributing factors to the final decision. Critical factors in the final decision involved the benefits of access to increased resources including; innovation and intellectual property in the form of experience, service models and systems to sustain growth. This was summarised as sustainability and security for clients and staff.

The decision to enter into a commercial partnership with Shaw Trust did not come lightly to the Interwork Board. Interwork is well resourced. It has a strong balance sheet, high performance and growth. The staff and management are highly capable and board governance and stability ensure sustainability and security.

The decision then pivoted on the option that would most effectively build organisational capability and capacity to achieve the vision, mission and strategic objectives. In making the decision to merge with Shaw Trust the directors and senior management fully embraced their responsibilities as stewards of the community resource that is Interwork and look in the long term for this decision.

Finding the Right Model

Embracing the value of stewardship had a significant impact on the corporate structure and its agreement. This is best illustrated by early discussions about sharing the organisation's membership with Shaw Trust. Interwork is a membership organisation. In this case the members were the directors. An early structure much favoured was for Shaw Trust to hold 50% of the membership and Interwork to hold the other 50%. Very early on it became apparent that for Interwork to hold 50% of the membership it needed to exist in some format outside of the organisation itself. In other words, who or what would manage the Interwork 50% membership? There was no sense in creating a holding company that would itself need

managing. It did not make sense. The challenge with NFPs is that there are no shares to trade or sell.

The concept of stewardship meant that the role of directors and members had no basis in the individual. Rather each director understood their role as caretakers for the time they were with Interwork.

The model of 50/50 ownership of membership was abandoned. In the meantime Shaw Trust was testing with this model with other partners to determine its strengths and weaknesses and as a result had made decisions about future relationships and structures.

Interwork and Shaw Trust next examined the option of a joint venture For Profit limited liability company. The relationships would be complex with Interwork owning some shares and providing management and corporate services on a fee basis. Both parties and lawyers worked hard at making this model a practical option. It was eventually abandoned as the risk minimisation clauses and processes much loved by lawyers resulted in a number of highly constrictive agreements.

At this point discussions were discontinued for a period. In turning away from the relationship both organisations found it difficult to turn away from a shared vision of the future and a partner each believed to be highly compatible. In the end it was the shared future and mission congruence that brought us back to the table.

The model that was finally agreed was for Shaw Trust to be the sole member of Interwork. Interwork would remain an Australian business in accordance with ASIC regulations retaining its PBI and DGR status. Interwork would be governed by a Board of Directors. The Interwork directors would remain on the board for a minimum of 3 years providing continuity. Two directors from Shaw Trust would join the board. The board would have an Australian Chair. The CEO and management team would remain in place and report to the Interwork Board. Access to additional resources would be on a business case basis to support the strategic plan for a national organisation.

The arrangements are supported by a formal Deed of Agreement and the new Constitution. This structure allows Shaw Trust to consolidate Interwork's financial accounts into the Shaw Trust accounts. Shaw Trust has control through the new Constitution and their ability to appoint the directors.

In the end the decision to merge is based upon trust. Both boards had to take the decision that the other would act in the best interests of the newly constituted Interwork and each other. The Interwork board embraced its responsibilities as stewards and acted for the long term benefit of clients and staff.

Each board and each individual director and senior manager has approached this model with a commitment that one plus one equals three. The determination to build a stronger better Interwork has permeated the last and accepted model.

Process and Structure

The major items of the shared future were agreed between the boards. Each board provided in principle agreement reserving the right of final approval to the completion of the process. These items then formed the basis of the agreed Deed of Agreement and the proposed Constitution. It was at this point that the legal advisors for each party assumed a significant role.

There were two conditions precedent to the merger. The first was the requirement for a ruling from the ATO that Interwork Limited would retain its PBI and DGR status with the change in membership to a foreign NFP. The second was the approval for change in control by the major contracting organisation. In this case a federal Government Department. The applications were handled consecutively and then concurrently with the development of the Deed of Agreement and Constitution.

The day to day negotiations and management of the lawyers were maintained within a very small group, the International Director for Shaw Trust and the CEO of Interwork. Both were assisted by company resources as required. Communications between the negotiators were frank, open and positive with a focus on the agreed objectives. The focus of the legal advisors was a little different. They each saw their role as risk management and took a long term view based on client protection with a determination that no legal aberration would put their client at risk in the future.

The period of negotiation, agreement, and completion of the supporting documents, conditions precedent and Due Diligence all took place against the background of the Global Financial Crisis. In particular the impact of the GFC in the UK was significant with organisations and institutions once thought to be invincible on the verge of collapse. In Australia, the labour government was totally restructuring employment services with a focus on disadvantage and disability. In addition the general tone of business was one of extreme conservatism and risk aversion. The employment markets of both Australia and the UK were sensitive to any suggestions of new providers entering their markets.

Internal and external communications, always a critical element of any merger assumed even greater significance. As both organisations had been in discussions for a considerable time the staff and management of both Shaw Trust and Interwork were generally aware of the relationship between the companies and had developed a level of comfort with the possibility of a shared future.

The decision was taken that announcements would be made simultaneously taking into account the time zones. The marketing staffs of each organisation were engaged to develop both the internal and external communications processes including timing and documents. When the time came senior government representatives were briefed on the arrangements, benefits and possible impact. Internal staff and management were advised ahead of public announcements. In the market place the merger was announced efficiently and positively on both sides of the world.

The fine blend of confidentiality and respect for staff, key stakeholders and the market in the end proved to be effective in engendering the trust and support necessary to ensure our objectives of sustainability and security were achieved through the announcement and implementation stage. Some 6 months later those principles still hold true for the merger.

Lessons Learnt

What did we learn and what would we do differently? Shaw Trust is currently undertaking a formal internal review to answer these questions. That report is yet to be completed. The following observations are those of the key participants and are not designed to pre-empt the formal findings.

Mergers pressure test organisations. We learnt that when it really comes to making a decision, mergers require a high degree of organisational self knowledge and awareness of business drivers, and for a NFP board, a clear consciousness of the role and responsibilities for directors and senior managers. Both Boards and management dealt with this question and the impact of establishing internal congruence differently. Each, despite their position in the merger relationship and the level of change implicit in the final structure faced and resolved their particular issues.

We found that the easy part for a board is the strategic advantages of a merger and making an in principle decision to merge. The hard part of the decision is actually doing it and facing up to, and managing the impact on the basis of organisational WIFM (what's in it for me) and personal WIFM. What kept each organisation on course and together was the shared vision of the future built over time and our aligned cultures, missions and executive leadership and commitment. How organisations build that comfort and trust will be situational and it is a factor that cannot be undervalued or ignored.

Once the in principle decisions are made and the conditions identified by the parties a merger reaches the process phase. We found that if allowed the lawyers and the due diligence process take over the relationship. This is the time when the parties are forced to sit back and assess through the non emotional language of lawyers the objectives and key agreements that flowed so easily during the 'in principle' stage. It can be quite illuminating to see how the lawyers translate what you think you have agreed. Translated into black and white and enhanced with little words meant to protect their client, can totally change and challenge the interpretation of what was thought to be commonly understood and agreed.

We found this a time for reflection and each person and board used that reflection to revisit the objectives and test their trust in the process and each other. This is an important step in the process and one all those involved should be prepared for. It is the reason why each board will retain the right of final approval for any Merger. Interwork and Shaw Trust had the advantage at this stage of merging from positions of strength, supported by agreed objectives and business cases based on shared components and aligned individual requirements. It was testing at times and challenged the blue sky executives to embrace and address details however through perseverance the outcome was successful.

The operating environment was found to be a factor in the flow of enthusiasm and commitment when time frames are extended. From agreement in principle to finalisation took some 6 months. In this time the operating environment for both organisations changed. The GFC impacted the UK. Australia was reviewing the Disability Employment Program purchasing arrangements. These factors impact the risk management aspects of a merger and we found it necessary to ensure risk was identified and managed as a fluid issue as opposed to being identified fixed and locked down. For example the identification and management of business opportunities and their treatment during a merger is different to how the management may manage these without the provisions of a merger and due diligence.

Both organisations were highly conscious of their responsibilities as charities and community based organisations. Shaw Trust consulted at lengths with the Charities Commission in the UK when formulating their international strategy. Interwork as the organisation with a change in control consulted with the relevant government agencies and in particular their purchasers to ensure there was clarity around benefits, structure and process. When releasing announcements these same agencies were briefed ahead of release and their issues taken into account.

The key lesson in the end was the value of trust. Working with such a unique governance arrangement and being geographically a world apart both boards had to trust in the commitment of the other party to the shared vision and sense of common purpose. Each also had to trust that the other would honour the principles that sat behind the written words as well as the documented agreements.

As we move further into the relationship and develop the concept of The Shaw Trust Group we have all learnt the value of taking things gently. We found benefits in allowing the time for boards and people to find their role and level and test and embed the shared vision as a way of operating.

A shared Future in Australia (and beyond))

What does the future hold for Shaw Trust UK and Interwork Limited, now both part of the Shaw Trust Group? How will this unique international model for partnering create value?

The Shaw Trust Group is an international charity committed to Clients. We apply evidence based service delivery using the local employment and economic infrastructures to put the client at the centre of outcomes based employment and community relevant related services. We will continue to share and adapt for Australia and internationally, service models, networks, experience, research innovation and ideas for the benefits of those who are disadvantaged by disability and other circumstances. We will continue to build organisational

and community capacity to empower these individuals through access to employment. We will continue to ensure increasing access to these services and improved employment outcomes.

We will continue to seek and engage new partners who share our passion for our vision and mission. We will in turn build their capacity and community value sharing and generating innovation and evidence based services to promote wider learning.

In summary

Working together, embracing diversity and leveraging knowledge and expertise with the client at the centre of our systems and services, creates synergies and increased organisational and community capacity to achieve more.....

Case Study – The Dialogue to Change Program

Presented by: Dr Mark Brophy, Director, Australian Study Circles Network – AUSTRALIA

Presented on: Thursday 25 March 2010, as part of *Stream 3A: Capacity Building*

Background

The origins of study circles can be traced back to the Chautauqua movement in the USA in the late nineteenth century. However, interest diminished in the USA and the Swedes discovered and enthusiastically imported the study circle idea as a remedy to their problems of poverty and illiteracy and to educate the broadest possible spectrum of society in the art of democracy.

Over the next 100 years Sweden developed the process to such an extent that the Government now subsidises this form of education and uses it not only to educate people about government policies, but to receive feedback from the public. The late Swedish Prime Minister Olaf Palme is often quoted as having said that “Sweden is a study circle democracy”.

Today over three million people participate annually in 350,000 study circles in Sweden. Over 75 per cent of Swedes between 15 to 75 years of age have participated in study circles at some time in their lives. In recent decades, the use of study circles has spread throughout the world from the United States to Bangladesh – and now Australia.

Based upon the Swedish model, study circles re-emerged in the USA in the late 1980s through the work of *Everyday Democracy* which has developed and refined the process to address challenging community issues such as racism, multiculturalism, terrorism, educational reform, student achievement, small rural town poverty, the environment, religious and interfaith tensions and community development; often with hundreds and even thousands of participants.

The Australian Study Circles Network has recently been formed and is founded on the 100 year tradition of study circles in Sweden and the last 20 years of development by *Everyday Democracy* in the USA. The Australian Study Circles Network has fine-tuned the US community wide study circle program process to meet the Australian context.

Historically, study circles have been used in Australia, frequently with great success. For example the work of Helen Sheil, who researched study circles in Sweden and who now works with rural communities in Victoria, Denise Hagan with remote Indigenous communities in Queensland, Mary Hannan from Adult Learning Australia and Liz Suda who researched Spanish dialogic study circles.

In Australia our sporadic experience and understanding of this unique method has not been pooled. Many different iterations and adaptations have been used over time. We now need to build a systemic capability to make use of such a powerful program. The significant study

circle activity in Australia's past demonstrates, and is testimony to, the need to bring together in an organised manner the experiences of the current and past study circle activity.

The Australian Study Circles Network has developed the necessary local and international study circle links and partnerships, developed a model for Australia and has started to deliver workshops for many organisations and communities across Australia.

In 1995, Len Oliver, who was instrumental in introducing study circles to the United States, stated in his article *'Is the United States Ready for a Study Circle Movement'*, He suggested that study circles "...may possibly be the most powerful adult education format for small group democracy ever devised".

Organising a Dialogue to Change Program

A Dialogue to Change Program is a type of community dialogue process that can help people explore complex issues, make some decisions and begin to take action. At the heart of the Program are study circles, where people come together to have deliberative dialogue on an issue. A Dialogue to Change Program is a community driven process that recruits from all community sectors. The process begins with 'community organising' and is followed by facilitated, small group dialogue that leads to change. The process doesn't advocate a particular solution. Instead, it welcomes many points of view around a shared concern.

A Dialogue to Change Program is organised by a diverse coalition that reflects the whole community. It includes a number of study circles with participants from all walks of life, uses easy-to-use nonpartisan discussion materials and trained facilitators who reflect that community's diversity. It results in specific opportunities to move to action when the study circle stage concludes.

A Dialogue to Change Program requires significant organising. Before the round of study circles commences it is important to organise the logistics, the recruitment of participants, the training of facilitators, a communications strategy, development of a discussion guide and establishing how the final action ideas – that will emerge from the process – will be addressed. Planning for the action ideas starts at the beginning. This stage can take two to three months.

After the organisational stage, the round of circles begins with an opening session where individual participants tell their own story and offer personal experiences about the issue that concerns them. This gives members the chance to hear, listen to and empathise with authentic stories, real people, real scenarios and real experiences. In further sessions, members then look at how the issue evolved and how others have dealt with the concerns. Subsequently, members examine and discuss alternatives for action, after which, in the final session they work toward common solutions. A Dialogue to Change Program is based upon five separate study circle groups, each operating once a week for four weeks.

Initially, some people are a little hesitant about a Dialogue to Change Program due to the length of time for the process to unfold. However this is one of the key strengths of the approach. Sessions build on each other, allow participants to work through the issues, and work on finding solutions that they then work to implement. With fewer sessions, the 'buy in' and participation in the action outcomes lessens. Shorter formats also face the risk of reactionary ideas coming forward. The more time spent on the dialogue and careful deliberation, the higher the quality of the action ideas that emerge.

Furthermore, even with a round of study circles that runs for four sessions, invariably participants will state that the time passed quickly and they would have preferred more time!

Study circles – the Heart of the Dialogue to Change Program

A single study circle is a small, diverse group of five to eight participants who meet for about two hours weekly for a 'round of study circles' over four weeks where they address a critical public issue in a democratic and collaborative way. Led by a neutral facilitator, people consider an issue from many points of view. The discussion progresses from personal

experiences, to sessions examining many points of view on the issue; and on to a session that considers strategies for action and change.

Study circles are not typical meetings in which members feel unheard and worse still, feel that nothing is resolved or acted upon. On the contrary, a round of study circles is designed to lead to collaborative action. In contrast, when people debate, they often never listen with intent to understand, because they are so busy preparing a counter argument and are eagerly waiting to interject.

Quite often, many contentious community issues are dealt with by either a focus group, which usually consists of only invited similar thinking or homogenous groups of people, or forums in which a handful of 'experts' express their opinions and only a few people are allowed to have a voice. Alternatively, often 'experts' are engaged to devise solutions and plans that are then imposed on everyone else.

Study circles are effective due to the small, safe and supportive nature in which the dialogue occurs, allowing members to feel comfortable about expressing their true feelings. Members begin to actively engage and participate and experience connection. One begins to understand that we are all interdependent, and the well-being of each of us affects the well-being of all. The process results in the critical reflection of ideas and the development of new knowledge and insights.

No instructor teaches or controls the circle. They are led by the neutral facilitator trained in group dynamics and study circle concepts; the participants make all the decisions. Due to this inclusive process, individuals benefit in many ways including confidence building and gaining real voice. The group is able to move forward because they know that their contributions are valued and heard, the decisions are owned by the members and the core fundamentals of a study circle ensure that all participants' knowledge and experience are given space and used as the basis for initial discussion.

Learning from others is another essential element of the study circle. Understanding and learning is built upon through the contribution from each member's experience and knowledge. As members study and discuss their issue, they learn from each other and horizons are expanded as everyone's views are being considered through open and democratic dialogue. The process results in the critical reflection of ideas and the development of new knowledge and insights. Based upon this new knowledge, members are empowered to act in whatever way the group sees as appropriate.

This approach aligns with much of adult and student learning research that demonstrates the need for authentic purpose and ownership of the learning process. In day to day work and community settings, much of the process of generating, distributing and applying knowledge actually occurs best in team settings. The more effective the team works together the more understanding and learning occurs. The educational ideas behind the success of the study circle approach align with many fundamental adult educational principles: that is, adult education is a living, active process that relates knowledge to action, creativity, as well as to collective and personal development.

Study circle principles also align to social objectives that aim to encourage individual participation and ownership of the community. Understanding the fundamental principles of study circles is important for recognising the context and the content that study circles ultimately deal with. A study circle is an environment where:

- It is accepted that people fundamentally have an innate desire to learn.
- Individuals meet and share their experiences.
- People learn in a participatory environment.
- Knowledge is built upon by listening to the experiences of all members.
- Everyone's views are considered.
- Life and learning belong together.
- The learning is self-directed and experiential.

- Learning is democratised.
- Outcomes can be personalised for each individual member.

With deliberative dialogue, study circle members deliberate; cooperatively investigate, explore and clarify different views, use critical thinking, evaluate ideas and decide on solutions. The dialogue is constructive, all types of discourses are accepted, stereotypes are dispelled, members are honest, and they listen and try to understand each other.

Creating ownership is an important characteristic of study circles. Even though the study circle format is simple in design, it encourages democratic participant-directed, group-directed experiential learning through open discussion in several sequential sessions, developing tolerance for differing views, equality in participation, and collectively arrived at outcomes. Study circles are always voluntary, highly participatory, and totally democratic.

More details are available at: <http://www.studycircles.net.au>.

Improving the Outcomes of a Service Delivery Model for Disadvantaged Jobseekers - Results of a Computer Simulation

Presented by: Arthur van de Meerendonk, Director, Magazijn13 BV – THE NETHERLANDS
Presented on: Thursday 25 March 2010, as part of *Stream 6A: Best Practice & Innovation*

Abstract

One of the main challenges in the Job Services contracting model remains the issue of servicing highly disadvantaged groups. Using a new computer simulation model of a welfare to work services market (Pre-Tender) this contribution discusses various design choices, such as award criteria, the funding formula, the application of Star rating, et cetera. Which placement outcomes, provider profits, and costs for government result from such design choices? And which design would target services most to these disadvantaged groups?

1. Introduction

Since the 1990s, governments in an increasing number of countries have taken steps towards contracting-out welfare-to-work services to private providers. Australia has been a pioneer in this respect, and the Netherlands, the UK and a number of other countries have followed their example. One of the challenges of this service delivery model remains the issue of including the highly disadvantaged groups, such as long-term unemployed, people with poor skills or disabilities, and ethnic minorities (or, indigenous groups in the case of Australia and New Zealand). How can governments ensure that those groups receive the services in a market that allows for profit making as a driver? Some critics of the private provider model argue that for these highly disadvantaged groups an alternative vehicle of service provision would be more appropriate.

This contribution will argue that this is a matter of careful design. The paper will briefly compare two approaches to designing a private service delivery model that sets out to cater for these disadvantaged groups: the Australian model on the one hand, with a strong role for central government in commissioning services to private providers, and a more decentralized model where local governments act as commissioners such as in the Netherlands. The paper will take stock of recent developments in both models with a view to the extent to which the highly disadvantaged groups are targeted.

Moreover, this contribution will present some preliminary outcomes of a computer simulation model exercise. For this purpose a new tool has been used: Pre-Tender. Pre-Tender is a computer simulation of a welfare-to-work services market where contracts are being awarded to private providers and where these private providers are equipped with incentives to achieve employment outcomes.

In this contribution the results will be discussed of an exercise that compares various design choices in terms of outcomes and costs for the commissioning authority.

This ongoing modeling work aims to contribute to a more in-depth insight in market mechanism (contract) design, in particular with a view to targeting services, more than to date, towards the highly disadvantaged jobseekers.

2. Labor market similarities between Australia and the Netherlands

The following tables indicate that Australia and the Netherlands have much in common in terms of their labor market structure. New Zealand, the United Kingdom and the OECD average have been included as a base for reference.

Table 1. Employment rate

	<i>(total = male + female)</i>				<i>(female)</i>			
	2005	2006	2007	2008	2005	2006	2007	2008
Australia	71,5	72,2	72,8	73,2	64,6	65,5	66,1	66,7
New Zealand	74,6	75,2	75,4	74,9	68,0	68,4	69,0	69,0
Netherlands	71,9	73,2	74,8	76,1	64,8	66,4	68,5	70,2
United Kingdom	72,6	72,5	72,3	72,7	66,7	66,8	66,3	66,9
OECD average	65,5	66,2	66,6	66,5	56,1	56,9	57,5	57,5

OECD July 2009

Table 2. Unemployment and Long-term unemployment (> 12 Months)

	<i>(unemployment rate)</i>				<i>(long-term unemployed in per cent of total)</i>			
	2005	2006	2007	2008	2005	2006	2007	2008
Australia	5,1	4,9	4,4	4,3	18,3	18,1	15,4	14,9
New Zealand	3,8	3,8	3,7	4,2	9,4	7,1	5,7	4,4
Netherlands	5,1	4,2	3,5	3,0	40,1	45,2	41,7	36,3
United Kingdom	4,7	5,4	5,3	5,4	22,3	22,1	24,5	25,5
OECD average	6,7	6,2	5,7	6,0	32,8	32,1	29,1	25,9

OECD July 2009

In terms of employment and overall unemployment rates all countries perform well above the OECD average. The Netherlands have managed to improve its rates significantly over a short period of time. A major difference, however, appears to be the share of long-term unemployed in the total number of unemployed (right-hand panel) which in the Netherlands lies much higher than in Australia.

Table 3. Public expenditure in Active LM Programmes

<i>(in per cent of GDP)</i>	2005/06	2007/08
Australia	0,38	0,32
New Zealand	0,39	0,35
Netherlands	1,30	1,09
United Kingdom	0,44	0,32
OECD average	0,62	0,56

OECD July 2009

Another major difference is the amount of public spending on Active Labor Market Programmes as can be seen from table 3. The Netherlands spend more than three times as much on ALMPs than the three other countries. Much of this excess spending, however, is in subsidized jobs and wage subsidies. Not visible in the tables but interesting to note, is that the higher amount of public spending on active measures seems to correspond with a higher amount of passive expenditure. For example, public expenditure on out-of-work income

support and early retirement schemes stood at 0.42 per cent of GDP in 2007/08 in Australia, as against 1.39 per cent in the Netherlands. The more generous Dutch Welfare State provisions seem to require a higher amount of spending in terms of activation measures.

3. Australia – recent developments: from the Job Network to an Employment Service

There is not much added value in outlining in detail developments that most readers will be familiar with. There are a few things, however, that are remarkable in the Australian developments from the perspective of an interested outsider.

The first is the transfer from a service continuum under the Active Participation Model to the present 4 streams model, where again the JSCI performs a prominent function. From a Dutch perspective this seems a bit like moving in the opposite direction. In the Netherlands the 4 streams have been abolished just a few years ago in order to allow for more discretion for the client managers.

The second is the abolishing of the mutual obligations approach towards jobseekers and the adoption of work experience. From an outsider's perspective it seems that the placement focus disappears after a jobseeker enters work experience. Where a significant number of the more disadvantaged categories may be expected to end in work experience this is not a positive change.

The third is the modification to the Job Seeker Allowance, turning it into an Employment Pathways Fund. Underneath the surface the level of micro-management has been reduced to a large extent. However, it is doubtful whether the current level of funding is sufficient to make a difference for the highly disadvantaged groups.

More in general this is a point. Although the present government has made specific allocations for certain programmes, the overall level of funding remains rather modest. Another general observation is that the level of micro management seems less than under the previous Job Network contracting arrangements. That is, no doubt, a positive development. It allows for more flexibility and more scope for innovation in service delivery and this is good for the highly disadvantaged groups.

Summarizing, when looking upon the recent developments in Australia and referring to Pierson's (1994) distinction between 'programmatic' and (the more fundamental) 'systemic' reform it seems legitimate to say that the reforms of the current government have been more of the programmatic kind.

4. The Netherlands – two waves of institutional reform

At the outset, something needs to be said about the Dutch benefit landscape. In the Netherlands there are three major public out-of-work benefit schemes. The first is the unemployment insurance scheme for which a recent employment track record is required. The second is the disability insurance scheme, for which the same applies. Both schemes provide benefits that are set as a percentage of previous earnings. Conditions are stringent. For example, firms face a 24 months wage continuation requirement for their sick workers before the latter become eligible for the public disability insurance scheme. This is without precedent in the OECD area. The third scheme is the social assistance (or welfare) scheme. This is an income and asset tested scheme that provides flat rate benefits at the level of social subsistence.

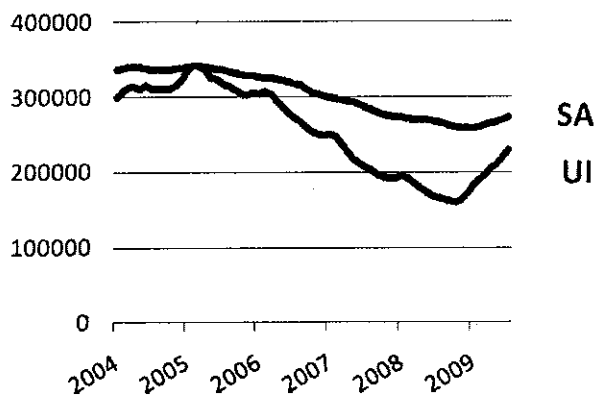
The two insurance schemes are administered through UWV, a public organization that has some resemblance with the Australian Centrelink. Social Assistance is administered through the municipalities (local government).

In two waves of major institutional reform UWV and the municipalities have been made responsible for the re-integrating of their beneficiaries into the labor market. The first was the SUWI Act that became effective in 2002. This milestone reform of the benefit administration and employment service delivery structure gave rise to two new public agencies: the Centres

for Work and Income and the aforementioned UWV. In 2009 the two have merged into what is now called UWV/WERKbedrijf. Also with SUWI came the privatization of the Public Employment Service and the liberalizing of the re-integration services market.

The second major institutional reform was the Work and Social Assistance Act of 2004. This Act decentralized responsibilities for welfare to work for Social Assistance beneficiaries to the level of local governments. Municipalities were assigned a budget, both for the expenditures on benefits and for welfare-to-work measures. The budget is a capped budget, depending on the 'risk profile' of the local population and paid on an ex-ante basis. Surpluses can be retained. However, municipalities falling short on their budget need to find alternative resources (for example, raise local taxes) to cover the deficit. The Act aimed at providing the municipalities with an incentive to activate their beneficiaries. And it has been successful. Graph 1 illustrates this.

Graph 1: Trend in numbers of unemployment benefit recipients



In part, the decrease in the numbers of unemployment beneficiaries is related to the favorable economic conditions prevailing in the period 2005 – 2008. Nevertheless, it has been estimated that at the end of 2006 the new Work and Social Assistance Act accounted for a 4 per cent reduction in the number of welfare beneficiaries (SA), and this impact was expected to cumulate to 14 per cent in 2010 (TK 2007).

One major difference between Australia and the UK on the one hand and the Netherlands on the other lies in the commissioning role. In the Netherlands, the UWV and municipalities act as commissioners for re-integration services, whereas in Australia and the UK central government is responsible for the contracting of private service providers.

The OECD has labeled the Netherlands a 'two-stage quasi market'. With the private service providers and the UWV and municipalities (local authorities) acting as their commissioners as the first tier. And the municipalities themselves, as explained above with an incentive incorporated in the funding mechanism to achieve off-benefit outcomes for their welfare recipients, as the second tier (OECD 2006).

The OECD has pointed to some advantages and disadvantages when comparing the devolved Dutch model with the centralized Australian and British models. As main disadvantages the OECD lists: less economies of scale in procurement and in contract management, a lack of transparency and an absence of uniform standards. Advantages lie in an enhanced scope for experimenting, methodological innovation and (at least a theoretical option for) accelerated learning.

This potential for accelerated learning, however, has never materialized due to the lack of standardization. Municipalities do not measure their efforts and outcomes in a similar manner. This renders it difficult to track and disseminate best practices. Another major

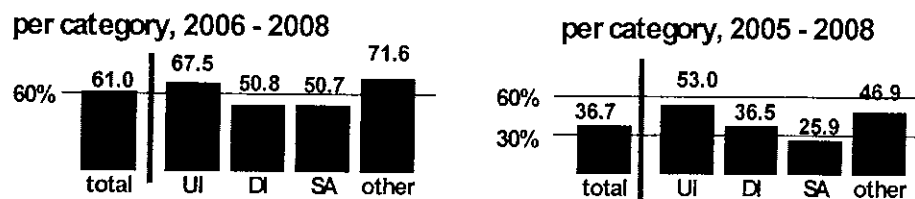
difference is that the Netherlands, unlike Australia and the UK, does not operate a Star Rating benchmark for measuring and revealing provider performance. The association of re-integration service providers, as early as in 2001, has taken the initiative to develop a performance benchmark and a related quality certificate. And it has been estimated that certified providers hold a 60 to 80 per cent market share. However, the certificate is not mandatory and a large number of municipalities do not use this quality certificate as a criterion for the selecting of service providers.

The initial focus from the municipalities was on the easier to place categories of jobseekers. Those were the groups where substantial windfall gains could be achieved in terms of budget savings. After the cherry picking season was over and just before the tidal waves of the GFC hit the Dutch shores, municipalities had started to turn to the groups with a large distance to the labor market. And despite the renewed inflow of new benefit claimants, there still is a broad consensus among local authorities that it is important to maintain a focus on these highly disadvantaged groups.

5. The Netherlands – the effectiveness of Active Labor Market Programmes

Graph 2 provides an indication of the effectiveness of active labor market measures in the Netherlands. The left-hand panel shows the percentage exits to jobs within 24 months after a reintegration measure (this could be a programme but also just a single module) has been applied. The overall placement rate is 61 per cent which is just above the government's 60 per cent target. There is some variance between different categories of beneficiaries and the highest score is achieved by the group ('other') with no benefit entitlements.

Graph 2: Exits to jobs, and... sustained exits to jobs (> 3 mnths)



source: RWI 2009

The right-hand panel shows the rate of sustained (13 weeks) placements which obviously lies lower. Probably these figures will not differ much from Australian outcome rates if we would compare the Dutch statistics with Australian outcome rates for streams 2 and above – which is fair as in the Netherlands the easiest to place group is not eligible for reintegration support and hence is excluded from the above statistics.

Moreover, a few studies have been undertaken into the net effectiveness, or net impact, of reintegration programmes in the Netherlands. Net effectiveness in these studies lies between 2½ and 10 percentage points (RWI 2008). Again, this is probably not too wide from findings from Australian research.

There is not much variance in net impacts across categories of jobseekers. Table 4 illustrates this.

Table 4: Net impact of reintegration programmes for SA beneficiaries
(probability of exit to work within 18 months after start in the programme)

Overall impact	2.5
(break down of the impact into client characteristics)	
male	3.1
female	1.7
15 - 24	2.1
25 - 34	3.5
35 - 44	2.9
45 - 54	2.3
55 - 64	2.3
Dutch native	1.4
ethnic minority	3.8
no basic qualification	2.9
basic qualification	2.5
instruments:	
assessment	1.7
enhancement	2.5
vocational training	7.2
job matching	4.4
social inclusion	- 2.8

(source: RVI 2008)

The overall net impact (as measured up to 18 months after commencement in a programme) for Social Assistance beneficiaries was 2½ percentage points, provided the programme commenced in the first 12 months. It should be noted that this rather pessimistic overall figure encompasses programmes that are not targeting job outcomes in the first place (such as social inclusion programmes). Still, the table is instructive in that it reveals that for all age categories and for different ethnic and vocational backgrounds the net impacts are in a narrow range. The same report revealed that for some of these groups the chance of being referred to a programme was much less than for other groups. In particular the combination of being older than 45 and of a non-European ethnic background reduced the chance of receiving re-integration services (RVI 2008). Where 49 per cent of the reference group (male, aged 40) was referred to a programme within 36 months, for males older than 45 and from a different ethnic background no more than 34 per cent were referred to such a programme in the same time span.

Hence, the conclusion appears to be that it is just as effective to focus on the more disadvantaged groups but that the Netherlands falls somewhat short in doing so.

6. Triggers

What are the triggers in a market environment to improve outcomes – in general, and in particular with respect to highly disadvantaged categories of jobseekers? The following elements are no different than can be drawn from a range of studies (PC 2002, OECD 2006, Mansour and Johnson 2006, Freud 2007, Finn 2009).

- The financial reward – the service fee needs to allow for a sufficient level of effort. The paid fees are a cost for the commissioner, but determine the financial room for manoeuvre for the service providers. In the Netherlands, differentiated fees are paid for different categories of jobseekers to allow for higher levels of effort for difficult to place jobseekers.

- The funding arrangements – providers need to be paid according to outcomes achieved. This may include post-placement wage rises. However, there is a trade-off between inducing the proper incentives and level of risk providers are exposed to. The extent to which outcome funding is applied needs to take into account the existence of mechanisms for providers to control those risks. The use of earmarked funding to target the most disadvantaged categories, provided it is well designed, can be a solution for this risk/reward dilemma.
- The reputation mechanism – this underlies both the Australian and British Star Ratings and the Q-certificate in the Netherlands. Reputation is a hard to underestimate trigger for performance in the reintegration services market where alternative ‘credible commitment’ mechanisms are scarcely available.
- The client referral mechanism – this is a powerful mechanism to drive outcomes in markets, such as in Australia, where more than one provider has been contracted in a service area.
- The length of the contract – contracts need to be of sufficient duration to allow providers to at least break even on their investments in material (staff and sites) and in immaterial assets (such as community networks and local employer entries).
- The contract management – a well defined set of KPIs is required to monitor and steer performance. Again, there is a trade-off, as too much micro-management tends to shift the focus towards inputs instead of outcomes. Even more fundamental is the commissioner’s positioning on the spectre between trust and policing. Too much policing is not conducive for partnership.
- The supervision regime – a market requires an independent supervising authority. It is difficult to envisage a well performing market where the commissioner is also the supervisor.

All these elements are vital in the design of a tendering framework and the subsequent service contract. There are multiple interactions between these elements, with choices in one area reinforcing or offsetting those in other areas. Getting the details right is extremely difficult. And there, an instrument such as Pre-Tender might be useful.

7. Pre-Tender

Pre-Tender is a computer simulation of a market for social services. It can be used in a game setting and as a test device. In the game version of Pre-Tender participants step into the role of service providers in a market, acquiring ‘hands on’ experience in competition for contracts, and an insight in some of the decision making dilemmas providers may find themselves in. In training sessions where the game version of Pre-Tender is applied, the ultimate objective is to translate this provider’s perspective back to the strategic perspective of the commissioner. The game consists of rounds – rounds are separated in two stages: a bidding stage and a contract execution (or implementation) stage. Participants bid in pairs for a contract. And after having been awarded, participants will execute the contract.

The background is academic: the economic theory of ‘mechanism design’. With a pilot model a series of experiments was conducted at the University of Amsterdam (Onderstal and Van de Meerendonk 2009). Subsequently, the instrument has been refined and enriched to simulate the reintegration service environment more accurately. In the Netherlands, Pre-Tender has been operated in training sessions in several municipalities (including the City of Rotterdam) and UWV.⁴

8. Experiment in Maastricht

Pre-Tender has been used to conduct an experiment with students at the Maastricht Graduate School of Governance (Maastricht University) in February 2010. The students were

⁴ For more information on Pre-Tender we refer to the following websites: www.pre-tender.nl and www.m13.nl

assigned to the role of either a for-profit or a not-for-profit service provider. The following table lists the main settings.

Table 5. Parameter settings for the experiment in Maastricht:

- 16 teams representing re-integration service providers in a competitive market
- Competition in 4 clusters of 4 teams
- 6 providers (teams) were given a profit motive, 10 were assigned to a social objective
- The idea was to find out under what conditions profit seeking providers could drive the reputation oriented providers out of the market.
- Providers could achieve 2 outcomes: job placements and sustained job placements
- 2 types of effort: direct job matching and post-placement servicing
- Contract awarding based on promised effort, outcome fee and reputation
- The funding formula rewarded both types of outcomes (variant weights)
- The teams played 6 to 8 contract rounds (depending on the available time).

The students were divided in two groups of eight teams each. Both groups first participated in a market framework with a Star Rating mechanism and subsequently in a framework with a quality certificate (QC). Apart from that, the two groups were confronted with different contracting frameworks. The first group operated under rather balanced conditions with contracts that attach equal value to short-term and longer-term outcomes, and that award tenders against an equal weighting with respect to the requested service fee (which was open to competitive bidding) and reputation. This group completed 8 rounds of both the Star Rating and QC mechanisms. The second group faced far less balanced conditions. Short-term outcomes were valued, and paid for, far more than sustained outcomes, and there was only a minor weight attached to the accrued reputation in the awarding of the contracts. Due to time constraints, this group managed to complete not more than 6 rounds of both mechanisms (Star Rating and QC).

Table 6 lists the main results from the experiment.

Table 6. Results of the experiment at Maastricht University

First Group (8 rounds) - facing balanced contracting conditions

Total result - First Part: Star Rating		Total result - Second Part: Q-certificate	
placement score	41%	placement score	33%
sustained placement score	38%	sustained placement score	29%
costs per placement	5080	costs per placement	5045

Second group (6 rounds) - facing unbalanced contracting conditions

Total result - First Part: Star Rating		Total result - Second Part: Q-certificate	
placement score	36%	placement score	35%
sustained placement score	32%	sustained placement score	31%
costs per placement	4672	costs per placement	4626

There are two interesting conclusions to draw from this table. The first is that Star Rating appears to generate better outcomes than the Dutch Q-certificate. This is visible in the top panel of table 6. In the bottom panel the two mechanisms (Star Rating and the Q-certificate) do not seem to matter much, but this makes sense given the fact that the weighting of

reputation was only minor in that part of the experiment. What could be the explanation of the superior performance of Star Rating against a Q-certificate? More research would be required to provide the answer, but as a conjecture it is conceivable that the Q-certificate is less capable of fine tuning incentives. The certificate creates an 'all or nothing' situation and it might be that once providers do not dispose of the certificate, there is no longer much point in striving for a good reputation.

The second, tentative, conclusion is that the government (or the commissioning authority) has an impact on the outcomes generated via private providers. A proper tender and contracting framework appears to make a difference in the outcomes achieved, as can be seen when comparing the top and the bottom panels of table 6. However, there is a price tag attached in terms of higher costs per outcome. Hence, the government can achieve *more value for more money*, it seems. Good quality performance apparently comes at a price.

9. Provider strategies and the development of 'agents'

Perhaps even more interesting than the overall outcomes of the experiment are the individual provider strategies. The students were requested to write a small report after the experiment, listing their strategies and their experiences – in particular, whether or not their initial strategy could be maintained throughout the game. The following table contains a few citations.

Table 7. Individual provider strategies

-
- "... However my bids were not aggressive enough, and I lost both tenders. Therefore, from round three onwards I started to increase the level of bluffing."
 - "... After several rounds we decided to change our strategy: before, we were trying to achieve the best result for the government, afterwards, we decided to act strategically and in our own interest and not in the interest of the government."
 - "During the first round, it became more and more evident that being honest doesn't pay off. Lying and price dumping guarantees much more to receive a contract ..."
 - "My initial strategy was to maximize the potential outcomes... Unfortunately, I could not keep up with this strategy as it was impossible to win a bid against competitors who placed their bids at a minimum."
 - "The applied strategy is based on a 'low bids and no implementation approach'. ... An exception was made during the first game of the second round, when a realistic price and service was bidden in order to show a more social approach. The outcome was a lost game and stakeholders' satisfaction lowered immediately. Consequently, the board of management decided to return to, and maintain, the former strategy."
-

The interesting thing to capture from these accounts is the impact that competition has on individual provider strategies. In all these cases the players had to adapt their strategies in order to remain in the market.

There is, however, at a deeper level a more important conclusion to draw. Four out of five of the above citations were taken from the second group. This was the group where the tender framework was focusing on short-term outcomes more than sustained outcomes, and where in the awarding of the contracts service fees counted much heavier than the reputation of the providers. This points at the crucial role of the commissioning authority in terms of managing the market. The commissioner designs the tendering framework and shapes the contract conditions. For example, the commissioner determines the weights and scoring of the various award criteria and decides on the funding mechanism in the contract. In this respect, the experiment supports the conclusion that the design of the tendering framework and the contracts are decisive factors in the successes or failures of a market delivery system.

This is where an instrument as Pre-Tender may be of use. The most recent development is to make Pre-Tender suitable as a 'wind tunnel' – that is, to develop it as an instrument that allows for the ex ante testing of tender design alternatives.

For this purpose, 'agents' are currently being developed. Agents are automated players. These automated players are given certain characteristics that will induce them to play different strategies. For example, one type is an extreme profit maximizing provider who will undertake the utmost effort to achieve his own interests – if need be at the cost of those of the commissioning authority. A second type would act more in line with the public interest. This agent type will value his reputation, will provide quality services, and will satisfy himself with a fair profit margin. Strategies of real players, such as in the above experiment, are used as role models in constructing these agents.

Allowing these agents to compete in various different tendering frameworks generates a solid insight in the key variables of these tender designs. That is, in the 'switches' that a procuring organization has at its disposal to select the right providers and turn the contract relationship into a far more effective one. How can a framework be designed that causes the more socially motivated providers to survive in the competitive market? How can government select the best quality service providers and how can it induce the optimum level of effort from these providers? Those are the questions that Pre-Tender aims to answer.

It was originally envisaged that a first version of Pre-Tender with agents would be available at the time of writing this contribution. This would have allowed for a more rigorous testing of the Australian, British and Dutch tendering frameworks in terms of market behavior, expected outcomes and avenues for improvement. Unfortunately the construction of the agents has taken more time than expected.

10. Concluding remarks

Both in Australia and in the Netherlands the need to focus on highly disadvantaged categories of jobseekers is widely acknowledged. The two countries seem to struggle with the proper measures to be more effective in this respect. Nevertheless, both countries are committed to a market approach for the delivery of employment services.

In such an approach it is crucial but difficult to get the parameters right. Pre-Tender is designed as an instrument to conduct ex-ante tests on procurement frameworks. In particular for the testing of the award criteria and the funding parameters.

Some, still rather crude testing has been done in an experimental setting at the University of Maastricht. The setup of this experiment in Maastricht does not allow for rigid scientific conclusions and more work needs to be done in this area. However the results have been promising enough to warrant further work in this direction.

In the near future an 'agent version' of Pre-Tender will be available that will enable the rigorous testing of the triggers of a market model for the delivery of employment services.

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Youth Unemployment: Best Practice and International Experience

Presented by: David O'Sullivan, Executive Director, Reed in Partnership – AUSTRALIA

Presented on: Thursday 25 March 2010, as part of *Stream 6B: Best Practice & Innovation*

[This information has been taken from the report *False starts: Restoring hope, dignity and opportunity to young people*, upon which the presentation was based. The full report can be accessed at www.reedinpartnership.com.au or by clicking [here](#).]

Introduction

With unemployment at its highest level since the early 1990s, young people are feeling the full force of the recession. The number of under 25s out of work has risen sharply and is predicted to rise further. Our report draws on the views of unemployed young people in Britain today.

Through a survey of over 1,200 unemployed young people and follow-up focus groups in Glasgow, Liverpool and London we have identified the principal barriers faced by young people today and set out a series of ten recommendations for what more must be done to ensure that they actively engage with the labour market.

The vast majority of the young people we spoke to confounded the traditional stereotype. They were very clear that they did not want to be reliant on the state and that they are looking for an opportunity to earn their way and to build a career.

There is an urgent need for more action to tackle the problem of youth unemployment. We spoke to a number of young people who had served apprenticeships, become qualified within their industries but now find themselves out of work with few jobs to apply for. We heard how many people leaving university are not able to secure minimum wage jobs, let alone the graduate placements they had hoped for.

Significantly, our report also identifies that we need to challenge our young people. Too few are prepared to undertake unpaid activities such as training and work experience which would help them become more attractive in the labour market. The response to this will, in part, require a clearer framework of rights and responsibilities within the welfare system.

Reed in Partnership is proud to be actively involved in helping people who have been long-term unemployed move into sustained employment. Since 1998, we have helped more than 30,000 young people move from benefits into work in communities across the UK. A great deal more now needs to be done. We are firmly of the view that the recommendations in this report, if implemented, will help to restore hope, dignity and opportunity to young people.

James Reed

Chairman, Reed in Partnership (November 2009)

Executive Summary

The issue of youth unemployment is currently at the top of the political agenda. This report sets out to better understand the nature of the employment barriers faced by young people today and it provides a set of recommendations about what more could be done to help these people find suitable and sustainable work.

Reed in Partnership is one of the world's leading welfare-to-work providers and over the last decade has helped 100,000 people move into sustainable employment. We have worked with unemployed young people in communities across the UK and have helped more than 30,000 of them move off benefits and into work. Having seen the impact that long-term unemployment can have on individuals, we believe it is crucial that resources are focused on ensuring that the young people who are out of work at the moment do not become the long-term victims of this recession.

Research Project

This report draws on a thorough review of existing literature and research regarding the impact of the recession on young people. We have also undertaken primary research involving a survey of over 1,200 unemployed young people and we held focus groups with long-term unemployed young people in Glasgow, Liverpool and London. These research methods provided us with an opportunity to hear from those young people who are most affected by the current recession.

This was supplemented by a survey of Reed in Partnership's Personal Advisers, who work to help people who are long-term unemployed find sustainable work. This was a valuable way of identifying some of the direct barriers to employment faced by young people and the types of interventions that would be considered most valuable.

Key messages

The vast majority of young people that we spoke to are keen to find work. They are highly motivated, flexible in their approach to the type of job they would accept, and many have a strong work ethic. This is because young people want the freedom that work provides and have a strong desire to be self-reliant.

Whilst the majority of focus group participants are prepared to work for the minimum wage, those who are particularly motivated or have had previous employment experience want to find jobs with genuine career prospects.

The survey included a large number of people who had been to university but were now finding it difficult to find a job. Many respondents were extremely worried about the impact the recession would have on their long-term career prospects.

When young people were asked what the most significant barrier preventing them from gaining employment was, the survey results showed that 71% felt there was too much competition for jobs, 52% blamed a lack of experience, 38% said there were no suitable jobs and 18% professed a lack of confidence. Only 16% of young people identified a lack of skills as a barrier to employment.

However, there is a strong perception from many young people that businesses would prefer to take on older workers with more experience rather than recruit young people who may require more development and training.

There was a reluctance on the part of young people to consider interventions that were not paid. Only 45% of young people would take part in unpaid training, 44% unpaid work experience, 39% unpaid voluntary work and just 36% would take an unpaid internship. There is a need to challenge some of these views and to ensure that young people understand the benefits of these activities in terms of developing their skills, building their confidence and gaining the experience they will need to find a suitable job.

The Personal Advisers we surveyed felt that the most common barriers to employment for young people included a lack of basic skills, no previous employment experience and unrealistic job goals. The Advisers felt that a much greater focus needs to be placed on work trials and work experience placements to help young people move into work.

Recommendations

Based on this research, we have identified ten key recommendations for how we can focus our efforts on helping young people find suitable and sustainable work. These recommendations are based on an understanding of both the needs of employers and those of the long-term unemployed, and they seek to ensure that young people can enter and progress in employment.

Recommendation 1: Include basic employability features (such as job interview skills) in the curriculum of schools and universities so that pupils are better prepared for the job market. These should focus on enabling young people to become more resilient and to develop the right mindset for successful employment.

Recommendation 2: Recognise the benefit of vocational qualifications. Universities should offer more 'blended' learning with a vocational element in all degrees.

Recommendation 3: Broaden the careers advice given to young people in schools, colleges and universities, away from merely being about job options, into preparation for applying for jobs and undertaking interviews.

Recommendation 4: Implement an integrated employment and skills programme to ensure continuity of support for young people once they leave education. This would have a real impact in helping people develop their talents and would be particularly helpful for those young people with few qualifications.

Recommendation 5: Make employing young people more economically attractive by removing the employers' National Insurance contribution for the first year of their post-education career.

Recommendation 6: Personalise national welfare-to-work programmes to meet the needs of young people by recognising their different qualifications and skills levels. This is crucial if we are going to motivate and build the confidence and self-esteem of these young people.

Recommendation 7: Promote work trials, work tasters and internships to give young people experience of being in work. Provide clear information for employers on how to structure successful work experience.

Recommendation 8: Integrate the training and work experience elements of the Young Person's Guarantee. The training should be closely aligned to the needs of the local labour market.

Recommendation 9: Encourage and support parents, employers and educational institutions to challenge the view held by many young people that internships, training and work experience should be paid. This may require a clearer framework of rights and responsibilities.

Recommendation 10: Challenge the culture of benefit dependency within some communities. Government programmes such as Work for Your Benefit have a role in terms of creating the expectation that people will have to undertake activities in exchange for benefit payments.



DELEGATE LIST

First Name	Last Name	Organisation
Mike	Gordon	A4e
Shula	Kentwell	A4e
Rob	Murdoch	A4e
Deborah	Waite	A4e
Aaron	Simpson	A4e Australia
Kim	Brocchi	Advanced Personnel Management
Gavin	Ackerly	Asylum Seeker Service For Employment and Training
Cynthia	Davis	Atwork Australia
Frank	Filardo	Australian Dual Diagnosis Recovery Network Inc.
Mark	Brophy	Australian Study Circles Network Pty Ltd
Trish	Keilty	Avocare
Victoria	Christian	Bedford Group
Sally	Powell	Bedford Group
Andrew	Hills	BEST Community Development
Therese	Fitzpatrick	BeyondBlue
Permenthri	Pillay	BOOZ and Company
Anne	McEachen	BoysTown
John	Perry	BoysTown
Maria	Mallinson	Busy Inc.
Suzanne	Schlig	Busy Inc.
Xavier	Crimmins	Campbell Page
Michael	Mikits	Campbell Page
Gus	Seremetis	Campbell Page

Sandra	Triulzi	Campbell Page
Rex	Simmons	Canberra Hospital
Betty	Lappin	Central Queensland Indigenous Development
Julianne	Runnalls	Central Victorian Group Training
Emma	Hassall	Centrelink
Millena	Samal	Centrelink
Jon	Elliott	Child Support Agency
Damian	Green	Communicare Inc
Martine	Pitt	Communicare Inc
Wayne	Stevenson	Communicare Inc
Hsiang-Fen	Chen	Council of Labor Affairs
Lin-Hui	Chung	Council Of Labor Affairs
Tania	De Jong	Creativity Australia
Alison	Angleton	CRS Australia
Gayle	Newnham	CVGT Echuca Moama
Rosemary	Addis	DEEWR
Malcolm	Cook	DEEWR
Justin	Griffin	DEEWR
Barbara	Grundy	DEEWR
Von	Harrington	DEEWR
Sally	Harris	DEEWR
Jenny	Harrison	DEEWR
Ali	Jalayer	DEEWR
Jennifer	Jardine	DEEWR
Stephen	Moore	DEEWR
Sandra	Taylor - Steele	DEEWR
Catherine	Tranter	DEEWR
Micheal	Whitmore	DEEWR
Sharon	Rose	Department of Families, Housing, Community Services and Indigenous Affairs
Kerry	Stephen	Dept of Employment, Economic Development & Innovation
Steve	Daley	Devonfield Enterprises
Karin	Febey	Devonfield Enterprises
Alexander	Dolan	DHS

Matthew	Cruise	Disability Works Australia
Tina	Zeleznik	Disability Works Australia
Peter	White	Employment Innovations Victoria
John	Thain	EMU Services
Stephen	Ward	ESH Group
Paul	Fernon	FAHCSIA
Mark	Brohpy	Finding Futures
Kevin	O'Loughlin	Finding Futures
Trish	Price	Finding Futures
Jason	Boyle	Gateway Adult Services
Sue	Paini	Hume Employment
Greg	Ashmead	Ingeus Limited
Kerry	Murray	Ingeus Limited
Jules	Vandyke	InnerSkill
Rosemary	Wallage	Interwork Ltd
Pauline	Disseldorp	Job Futures Ltd
Sonya	Bewick	Joblink Plus
Kevin	Rigby	Joblink Plus
Kate	Connelly	Jobs Australia
Amanda	Wallis	Kangan Institute
Chris	Worboys	Key Employment
Michelle	Worboys	Key Employment
Rodney	Jackson	Key Training Centre Inc.
Martin	Titherley	Key Training Centre Inc.
Karyn	Whittaker	Key Training Centre Inc.
Daegyuu	Kim	Korea Employment Agency For The Disabled(KEAD)
Jongjin	Kim	Korea Employment Agency For The Disabled(KEAD)
Hyung Kyung	Yoon	Korea Employment Agency For The Disabled(KEAD)
Arthur	Van De Meerendonk	Magazijn13 BV
Mark	Davison	MatchWorks
Julie	Graham	MatchWorks
Gloria	Campbell	Ministry of Social Development (New Zealand)
Anna	Lambrianou	Mission Australia

Mark	Chaffey	MTC Work Solutions
Sylvain	Giguere	OECD
Gina	Chinnery	ORYGEN Youth Health
Katrina	Spies	QITE Mareeba
Tito	Srhoj	QITE Mareeba
David	O'Sullivan	Reed In Partnership
Adam	Blakester	Regional Development Australia
Kim-Trieste	Hastings	Regional Development Australia
Clare	Thomas	Shaw Trust
Anthony	Walsh	SkillsPlus Ltd
Michelle	Mcnamara	Small World
Kathy	Phelan	Small World
Caroline	Crosse	Social Firms Australia
May	Lam	Social Traders Ltd
Rey	Nem Singh	St Laurence Community Services
Jonathan	Hughes	Sureway Employment & Training
Karena	Newland	Sureway Employment & Training
Maralyn	Duckworth	TAFE NSW
Alan	Barnet	Talent Point
Annie	Dwyer	Tangentyere Council
Gina	Livesay	Tangentyere Employment Services
Lani	Blanco-Francis	The Indigenous Women's Business Council
Michelle	Bell	The ORS Group
Peter	Scott	The ORS Group
Tracey	Fraser	The Personnel Group
Christine	Sanger	The Personnel Group
Mary	Jones	THE REPLAY GROUP
Kylecann	Patrick	The Salvation Army Employment Plus
Sarah	Matherson	Tracy The Placement People
Tim	Tracy	Tracy The Placement People
Mark	Considine	University Of Melbourne
Ruth	Nettle	University Of Melbourne
Siobhan	O'Sullivan	University Of Melbourne

Peter	Davidson	Value Edge Consulting
Sandra	Cannon	Victoria Daly Shire Council
Reginald	King	Victoria Daly Shire Council
Jeff	Svigos	Victorian Bushfire Operation
Ron	Miers	WCIG
Lucy	Macali	Workfocus / NORC
Greg	Comer	Workskill Incorporated
Maud	Beattie	Workskills Employment Solutions
Murray	Coates	Wunan
Jorge	Gonzalez	Wunan
Julie	Higgins	YES Personnel
Nicholas	Burt	Youth Projects inc.

EXHIBITORS

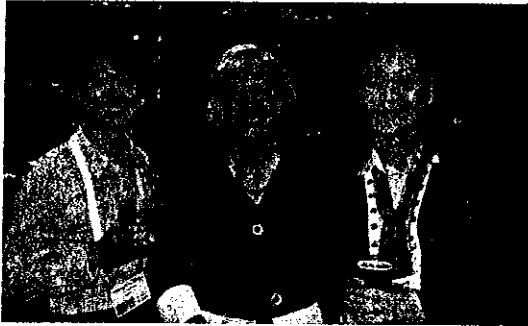
Clinton	Bolst	CMyPeople
Fiona	Erskine	CMyPeople
Cheryl	Hartigan	CMyPeople
Bernadette	Rees	CMyPeople
Alison	Rees	DEEWR
Ting	Cheng-Haines	NESA
Shirley	Fisher	NESA
Scott	Comte	NGA.NET
Karena	Evans	NGA.NET
Ben	Gould	NGA.NET
Adam	Nowowski	NGA.NET
Clive	Bendun	SoNET SYSTEMS
Stephen	Birchall	SoNET SYSTEMS
Nina	Janic	SoNET SYSTEMS
Stephanie	Clark	The Banner Lady
Brenton	Gill	The Banner Lady
Lyn	Gill	The Banner Lady

Priya
Justin
Jonathan

Krishna
Cybul
Ramsey

The Banner Lady
Toll Priority - DX Mail
Toll Priority - DX Mail

附件 4 「參與研討會相關照片」



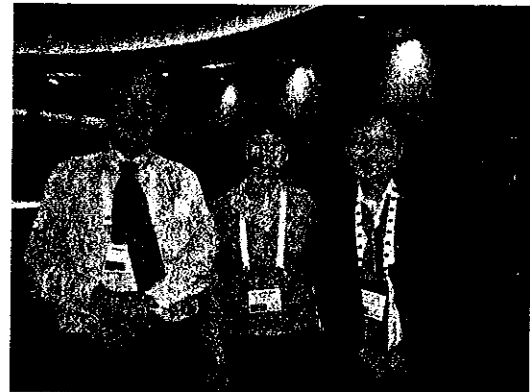
與大會主辦人 Sally Sinclair (NESA CEO)合影(資料來源: <http://www.working-communities.com/>)



與 Chandler Macleod 集團的 Ms. Rees 討論澳洲與台灣的促進就業措施(資料來源: <http://www.working-communities.com/>)



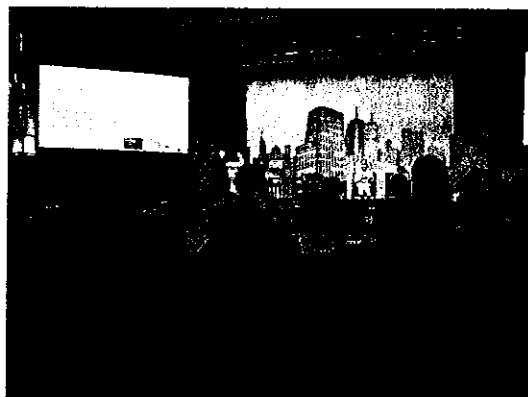
鐘副處長琳惠與澳洲教育就業與工作環境關係部 (Department of Education, Employment and Workplace Relations, DEEWR)官員 Alexander (左一)與 OECD LEED 主任 Dr. Sylvain Giguère(右二)合影



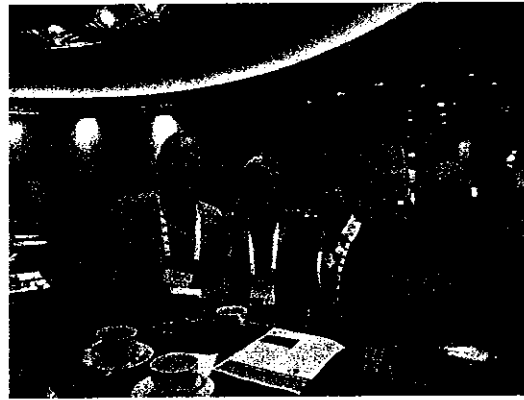
與 DEEWR 官員 Alexander 合影



與澳洲就業、經濟發展與創新—就業與原住民倡議部(Employment and Indigenous Initiatives Department of Employment, Economic Development and Innovation) 首席經濟學者 Kerry Stephen 合影



研討會會場一景



與墨爾本大學鄉村改革研究團隊(Rural Innovation Research Group)主任 Dr. Ruth Nettle(左一)合影
與來自 Key Employment 的 Worboys 夫婦合影

備註：本會綜合規劃處鐘副處長琳惠通過澳洲獎學金之評選，於本(99)年 3 月下旬赴澳進行「澳洲職業訓練及資歷架構制度」專題研究，研究期間同時也獲 OECD LEED 邀請與會。