IMPROVED JOB OUTCOMES FOR YOUNG PEOPLE:

A PLAN FOR ENHANCING EMPLOYMENT SERVICES FOR YOUNG PEOPLE LEAVING EDUCATION AND JOINING THE WORKFORCE

myfirstjob

AN SYC INITIATIVE

WHITE PAPER

October 2014
My First Job Working Group

Contents

Background and Context 3

Introduction 3

Two time horizons: what My First Job is trying to achieve 3

Stage 1 – Identify critical program design elements: 4

Stage 2 – National Youth Employment Strategy: 4

Five critical program design elements to lift youth employment outcomes 5

Element 1 – Thinking My First Job Engagement 5

Element 2 – Getting ready for My First Job: Work Readiness 6

Element 3 – Training for My First Job: Train to Work 7

Element 4 – Getting My First Job: Job Interview Guarantee 8

Element 5 – Keeping My First Job: Post Placement Support 8

Why My First Job is needed 10

Breaking the cycle of dependency 10

Defining the cohort 12

Who are the young people we are talking about? 12

Aligning with existing systems 13

Improving youth employment outcomes within existing systems 13

Demand-led model 13

About the My First Job Working Group 14

Composition of the My First Job Working Group 14

My First Job Working Group member profiles 15

Appendix 1 19

Appendix 2 21

Appendix 3 23

Appendix 4 25

Appendix 5 28

Appendix 6 30

© My First Job Working Group All Rights Reserved

Background and Context

Introduction

My First Job is an initiative that brings like-minded organisations together to make a measurably positive contribution to reducing the rate and quantum of youth unemployment in Australia.

My First Job seeks to collate activities and initiatives that currently exist, joining-up government, industry and community efforts, to finally tackle the seemingly intractable issue of youth unemployment.

There are a range of activities and initiatives in progress across government, industry and the NGO sectors aimed at improving employment outcomes for young people.

These include the Education Council's[1] deliberations on youth employment and the Industry Innovation and Competitiveness Agenda pilot programmes to tackle youth unemployment in regional Australia. Additional examples are evidenced in the case studies throughout this document.

Bringing these initiatives together in a cohesive manner is necessary to optimise the Australian Government's investment in improving youth employment outcomes. Furthermore, there are critical program design elements that the My First Job Working Group considers are important.

In taking this approach, My First Job is addressing a need to lift productivity in Australia by increasing economic participation whilst reducing the impact of welfare dependency to the Australian budget.

The economic and social rationale for a new way of working is undeniably clear.

A young person who is disengaged from education and employment is more likely to come into contact with the health, justice, housing support and social services systems, quite apart from the practical reality that they will concurrently be in receipt of Commonwealth benefits. It's for this reason that the twin issues of youth employment and educational attainment are relevant to the work and services of government, industry and the broader community.

Government funded work preparation activities – currently spread across the education, employment, social services, industry and environment portfolios must be brought together to reduce duplication and have clear accountability for increasing the economic productivity of young Australians through a measurable reduction in the youth unemployment rate over time.

All too often, young people up to the age of 25 who are not engaged in education or employment become 'stuck' and long-term welfare dependent rather than employed.

It stands to reason therefore that any action to move young people in this circumstance into economic participation will bring economic, social and wellbeing benefits to the individual as well as the Australian community.

Two time horizons: what My First Job is trying to achieve

My First Job, seeks to make a measurably positive contribution to reducing the rate and quantum of youth unemployment in Australia.

My First Job features both economic and social objectives attached to gaining and sustaining employment for the 15 to 24 year old target group by preparing these young people for, connecting them to and keeping them in, the labour market.

Obtaining a first job is often the hardest step a young person faces when transitioning to independence. It presents challenges that can make them question their capabilities and self, in a way that they never have before.

There are very few supports available for a young person transitioning to the labour market and whilst many young people will succeed without such supports, there remains a cohort for whom this will be necessary to ensure their economic participation.

Structural changes in the economy have also resulted in a reduction in entry-level positions that have traditionally been the stepping stone to workforce participation for many young people. This trend has been compounded in recent years by older workers remaining in the workforce for longer through often moving to positions that have less responsibility and greater flexibility – again positions that, traditionally have been filled by first time and young employees.

Data from Australia and overseas shows that a young person who enters the welfare system and does not secure sustained employment by the age of 22 is more likely to become Very Long-Term Unemployed (VLTU) and persistently welfare dependent throughout their life[2].

Data from the Australian Bureau of Statistics declares that some 360,000 young people between the ages of 17 and 24 are either unemployed, not in the labour force or

[1] The Education Council succeeds the former Standing Council on School Education and Early Childhood (SCSEEC)

[2] Sissons, P & Jones K *Lost in Translation? The Changing Labour Market and Young People Not in Employment, Education or Training* The Work Foundation, Lancaster University, May 2012

© My First Job Working Group All Rights Reserved

not in full-time education[3]. This represents a significant latency in Australia's productive economy.

These are staggering statistics and a wake-up call that young people need support to transition to become effective employees and the Australian economy needs to perform better when developing its future tax payers.

So the aims of My First Job are two-fold:

Stage 1 – Identify critical program design elements:
Ensure that any public employment services initiatives incorporate the five critical program design elements outlined in this paper to boost and sustain employment outcomes for young people aged 15 to 24; and

Stage 2 – National Youth Employment Strategy:
To develop a National Youth Employment Strategy by 2016 applying a collective impact approach including government, industry, service providers and peak bodies to bring together the youth employment initiatives already in play and setting a framework to get more young people working.

The My First Job program design elements could be applied to any systemic response or intervention aimed at gaining and sustaining employment for any young person up to the age of 25 years. However it is the recommendation of the My First Job Working Group that there are cohorts of young people who experience particular disadvantage in terms of successful and sustained economic participation such as lower socio-economic backgrounds as well as those with lower educational attainment. These cohorts are the specific targets for the My First Job program design elements.

This paper presents the collective deliberations of the My First Job Working Group focused on Stage 1. Work in support of Stage 2 will follow during 2014 and 2015.

[3] ABS, Labour force, Survey data 6291.0.55.003.

© My First Job Working Group All Rights Reserved

Five critical program design elements to lift youth employment outcomes

The My First Job Working Group has considered examples of good practice that contribute to young people gaining and sustaining employment and recommends five key critical program design elements that should be incorporated into any initiative that seeks to lift youth employment outcomes, summarised as follows:

1. *Engagement:* effective engagement of employers and young people to close the expectation and reality gap between the two groups and to ensure that the not engaged in employment, education or training (NEET) cohort is minimised.

2. *Work readiness:* incorporating components critical to best prepare a young person for the world of work, particularly around embedding career conversations into education and alternative learning settings as early as possible.

3. *Train to work:* a requirement to clearly define labour market need and offer vocational training options that meet actual and current labour market and employer needs.

4. *Job Interview Guarantee:* Implementation of a job interview guarantee to assist any young person navigating public employment services who completes elements 1 to 3 to gain employment.

5. *Post-placement support*: for employers and the young person to sustain employment for 12 months, thereby substantially reducing the likelihood of a return by the young person to welfare dependency.

This section describes each of these elements in further detail. Importantly, the elements require policy and program connections across a range of portfolios including education, further education, training, housing, health and social and community services with a mandate to deliver real solutions that reduce youth unemployment. All of these policy areas have substantial impacts on the transitional abilities of a young person to become an independent and self-sufficient member of Australian society.

Element 1 – Thinking My First Job Engagement

The purpose of Element 1 is to ensure a successful transition occurs for all young people leaving school, education or training into the world of work.

Element 1 activities successfully engage both young people and employers into the employment journey of a young person – whether this be at the instigation of the young person, via a public employment services initiative or via a learning pathway.

Early engagement of employers is essential if they are to be committed to creating jobs for young people.

A young person who is not engaged in education, employment or training and is registered with Centrelink should be required to participate in employment search activities with the caveat that there needs to be appropriate support and guidance to assist a young person in this regard.

In acknowledging that some young people fall through the gaps, any engagement activity should also connect with young people directly through schools, Centrelink, community and families through an open voluntary referral process.

In every local community, service providers should establish strong, collaborative service networks to deliver the individualised, wrap-around support each young person needs to get and keep work.

Increased awareness about how to create opportunities for a young person can be achieved through connections by a young person with employment services, GTOs, schools and other service providers. These providers should be encouraged to engage with employers to develop activities to engage young people. My First Job Employer Forums (breakfasts, boardroom meetings, chambers of commerce and other employer bodies) could be used to identify recruitment and workforce planning requirements and design specific pre-employment activities to meet such needs through

© My First Job Working Group All Rights Reserved

developing work-ready young people. Employers should have the opportunity to shape the design of and participate in pre-employment activities to ensure they are fit for purpose and that the maximum possible job pre-requisites are met.

Young people need frequent, flexible and intensive support to ensure they stay focused and motivated throughout their My First Job journey. Frequent engagement and an individualised mix of peer-to-peer learning and individual support should be considered to ensure young people progress to job ready status as quickly as possible.

Critically, employers want to have access to intermediaries to facilitate the connection between their employment opportunities and young people.

SYC utilises innovative ways to support those with the most significant barriers to employment.

SYC's employment services division, Job Prospects, was successful in obtaining delivery rights to pilot a program assisting Stream 4 job seekers (those with the greatest barriers to employment) under the age of 25, during 2012. Delivered at the Elizabeth, South Australian site for residents in the City of Playford, Launch provided participants with intensive, multiple levels of support to deal with their barriers to employment.

The Playford region is characterised by significant and entrenched levels of multi-generational disadvantage. This disadvantage exacerbates the challenges faced by young people in the region: many young people presenting with low motivation, poor self-esteem, inadequate social and familial supports and mental and physical ill-health.

Launch focused on intensive case management, with Job Prospects working with job seekers on vocational barriers to employment and collaborating with SYC's youth services division, HYPA, to deliver therapeutic supports to support the job seeker with their non-vocational barriers.

Launch achieved all its set education and employment short term targets. Attendance rates at appointments with Clinical Case Managers and Employment Consultants were very high (81% and 79% respectively) and 38% of participants had engaged in education or employment by 30 September 2012.

In addition, Launch also outperformed the baseline in placements (baseline 3.31%, Launch 14.29%) and 13 week outcomes (baseline 6.42%, Launch 8.16%).

For the full case study, see Appendix 1.

Element 2 – Getting ready for My First Job : Work Readiness

To get motivated and stay on track, it is recommended that employment-centred activities be incorporated into the educational, training or other intervention that has engaged the young person. Such activities include learning what employers want and don't want, as well as what it takes to retain a job.

Looking to education and employment systems overseas – particularly Switzerland and Germany – there is evidence of better youth employment outcomes than that seen in Australia. Part of this success is achieved through early engagement in work experience and employment conversations whilst at school in year levels as early as Year Six. Typically this approach allow for multiple instances of work experience whilst at school.

Young people transitioning into the world of work present varying strengths and barriers to employment. To build capacity to work, the Work Readiness stage takes a strengths-based approach to development and must comprehensively work to address identified barriers to employment. This needs to occur as early as possible, consistent with the Swiss and German approach.

The Smith Family working with YAMAHA to create real employment experiences for school students

The Smith Family has partnered with Yamaha and schools through Northern Brisbane through to the Gold Coast to create opportunities for Year 9 students to engage in hands-on learning experiences within the motorcycle and marine mechanics fields.

The partnership provides young people with the opportunity to link the value of their current education and the impact of the subject selection to the 'working world'. Students also gain an understanding of pathways and expectations of the sectors in which Yamaha operates.

Focusing on exposing participants to new learning and working experiences for them consider their future employment options, the partnership provides the young people with opportunities for excursions to TAFE and associated businesses, a training day with Yamaha technicians at the Yamaha training facility in Queensland and selected students are offered an invitation to participate in the Yamaha 'Student Grand Prix'.

Positive outcomes for participants included high student engagement levels, with the last run session exposing 85 students to field trips and 25 to a training day at Yamaha.

For the full case study, see Appendix 2.

© My First Job Working Group All Rights Reserved

Work Readiness stage activities can be informed by specific labour market and employer needs and should not be prescriptive in their design per se, but instead should provide a framework. That way, the educational, training or intervention setting can (and should) create a range of individualised, specific, employer demand-led activities to successfully move a young person into work.

A core menu of activities can provide a range of flexible options for a young person to advance towards employment and include:

- **Foundational Skills** activities – ensuring that young people have the critical basic skills (reading, writing, arithmetic, listening, speaking); Thinking skills (creative thinking, decision making, problem solving, reasoning); Personal Skills (responsibility, self-esteem, sociability, self-management, integrity/honesty).
- **Career Conversations, Planning and Guidance** – providing career information, advice and guidance through industry-led information sessions and workshops, first-hand exposure to work environments and discussions around how to move into the workforce.
- **Employability Skills** – Six core competencies are critical to a young person transitioning into work: career development; job attainment; learn how to work; leadership and self-development; inter-personal skills.
- **Job Ready Workshops** – Focusing on the world of work and the requirements of employers including such topics as health and safety and national employment standards.
- **Work Experience** – Paid work trials and voluntary work along with opportunities to participate in Green Army and Work for the Dole activities should be options for young people to 'learn how to work'.
- **Personal Enterprise** opportunities – Developing the skills required to consider self-employment and enterprise development.

Group training: successfully linking employers, schools and parents for positive employment outcomes for young people.

Group Training Australia is the largest employer network of apprentices and trainees nationally, including 150 group training organisations (GTOs) which operate across Australia as employment intermediaries, linking training, employers and employees in 35,000 apprenticeships and traineeships.

Importantly, GTOs have relationships with some 100,000 employers across Australia and utilise this network to also run VET in Schools, called *Work Exposure and Work Placement* programs. With programs targeting exposure of work environments for Year 6 to Year 12 students, *Work Exposure and Work Placement* programs have proved successful in positively engaging young people in goal setting and activity towards their career aspirations whilst integrating work activity into their secondary schooling certificate.

For the full case study, see Appendix 3.

Element 3 – Training for my first job : Train to Work

While the Work Readiness element prepares a young person for employment generally, the Train to Work element seeks to equip a young person with the skills for a specific job.

Critical to this element is ensuring that training is aligned with industry need. This is dependent on timely data (in particular lead indicators) to ensure that future skill requirements are identified and focused on. In this way, training activity has the best prospect of meeting labour market demand.

Young people who participate in Train to Work should be offered a Job Interview Guarantee (JIG) (Element 4) with a My First Job employer signed up to the JIG scheme, pending the young person's successful completion of the required training. The Train to Work element creates a strong candidate pool for the employer, as more than one young person may go through the same Train to Work activities.

Train to Work would blend accredited vocational training and non-accredited pre-employment preparation work. It must meet any achievable pre-requisites that an employer may have (including, for example, elements of an employer's own induction program) to ensure the young person is not just work ready but is job ready for the actual job.

Train to Work ensures that a young person will start their first job with confidence, as they have been trained according to the employer's requirements. For the employer, their prospective new employee will be confident, prepared and ready to meet the essential competencies, productivity, and safety requirements of the job.

McDonald's Australia – leading employer of young people

An employer of over 85,000 individuals under the age of 25, young Australians are key to McDonald's Employer

© My First Job Working Group All Rights Reserved

of Opportunity vision and has been the first job for many Australians in their 43 years of Australian operations.

McDonald's offers five nationally recognised qualifications to employees through the customised delivery of their training programs. The McDonald's management curriculum is mapped to the Retail Services and Business training packages, meaning that through a combination of theory and practical components, young people undertaking this program, can work towards obtaining a qualification reflecting their commitment, skill and knowledge.

Crew members can undertake a Certificate II in Retail Services and Certificate III in Retail Operations while those employees on a management pathway within McDonald's can complete the Certificate IV in Frontline Management, the Diploma of Management and the Advanced Diploma of Management. The certificates focus on the development of key operational skills and knowledge as well as introducing crew and managers to coaching and leadership skills. Training is provided free to employees.

McDonald's proudly invests more than $40 million per annum in the training and development of its employees. This investment is across every restaurant in Australia.

In 2013 over 4,000 qualifications were issued to employees and as at the end of August of that year over 4500 employees were completing qualifications.

For the full study, see Appendix 4.

Element 4 – Getting My First Job : Job Interview Guarantee

The labour market is highly competitive and part of a young persons' development is learning how to succeed in a competitive environment and also how to deal with rejection.

Any model to support a young person to gain and sustain employment must give them the knowledge, experience and tools to be successful.

The My First Job Working Group encourages a mechanism whereby employers – large or small – who have (or expect to have) vacancies sign-up to participate in a Job Interview Guarantee scheme.

The JIG scheme encourages a young person to work hard in their job preparation with the knowledge that there is a real job opportunity at the end of their pre-employment preparation. Incorporating comprehensive work readiness and train to work elements will place a young person in a position of strength going into a job interview.

The JIG demonstrates the commitment of the employer to young people as they participate in purposeful training activities. Each young person who successfully passes the JIG can move into employment with confidence and with post-placement support can thrive in their new job.

Public employment services can be accessed by those young people who are unsuccessful at interview; ensuring they remain engaged and focused on their ultimate successful transition into work.

Coles supports first steps to employment

In 2011, Coles began the First Steps Indigenous Employment Program, working with Job Services Australia (JSA) providers to undertake a pre-employment training program, with a job interview guarantee at the end of training and six months of post placement support through mentorship for participants.

In the three years since First Steps commenced, the program has grown to be delivered nationally in partnership with a number of JSA providers around Australia.

Coles quarantine job vacancies in regions where the First Steps Indigenous Employment programs are undertaken, allowing for a genuine employment opportunity for every First Steps participant who completes training and can demonstrate work readiness.

For the full case study, see Appendix 5.

Element 5 – Keeping My First Job : Post Placement Support

Young people should be closely monitored and supported once they are in work for at least twelve months. This will significantly improve the prospects of long-term employment.

Data from New Zealand indicates that upon reaching 14 months off welfare benefits, the propensity of a young person to return to welfare dependency is no greater than that of the general population. It seems reasonable to suggest that a similar situation could exist in Australia.

Element 5 is considered perhaps most critical for the employer, who should be supported to identify and manage risks to long-term employment so that they are identified and resolved quickly.

Applying Elements 2 and 3 (Work Readiness and Train to Work) is expected to contribute significantly to mitigating the issues that would otherwise lead to poor job retention.

© My First Job Working Group All Rights Reserved

Depending on how and where government and/or service providers choose to offer and implement Post Placement Support, it is recommended that the detail of such an arrangement be negotiated with the employer and new employee. The employer has a responsibility that the new employee is supported on the job. As with Element 1 (Engagement), it is recommended that an intermediary be tasked with supporting the employer with access to and training in workplace mentoring and provide support to address any issue that may occur. This could also extend to developing career pathways for new employees.

Westpac's success in engaging young Indigenous job seekers into employment and training

The Westpac Indigenous Employment Program was established in 2007, to increase the numbers of Indigenous employees working within the Westpac Group and to develop more diversified workforce reflective of the community in which it does business. Westpac has found that the program has created a high performance culture within branches and had a positive influence on employee retention and business growth.

The program provides a structured pathway to prospective Indigenous employees from School Based Traineeships, Cadetships and Graduate levels. Supportive of Indigenous people of all ages, there is an acknowledgment from Westpac that supporting the transition of young people from learning to working is a positive engagement strategy.

The ability to source and retain Indigenous candidates has been a critical part of the approach of this program. It requires working across schools and communities both in the engagement and recruitment of employees as well as throughout their training and placement within a Westpac branch.

Overall Westpac's Indigenous Employment Program has embedded an effective sourcing and career development pathway that attracts, retains and develops Indigenous talent in a way that creates a diverse and high performing workforce. Importantly, the engagement and encouragement of young Indigenous people within this program has provided genuine entry level positions and the ability for these employees to create a career at Westpac.

For the full case study, see Appendix 6.

© My First Job Working Group All Rights Reserved

Why My First Job is needed

Data from the Australian Bureau of Statistics declares that some 360,000 young people between the ages of 17 and 24 are either unemployed, not in the labour force or not in full-time education[4]. This represents a significant latency in Australia's productive economy.

My First Job aims to raise understanding and awareness of the challenges that exist for young people looking to enter the work force by increasing the numbers of real entry-level positions and placing young people in employment. This will be achieved by working with government, private sector employers and young people to find viable, long-term solutions.

While vocational and further education contributes significantly to developing valuable work skills, it's true that only in the workplace can real work experience be gained. In other words, young people cannot be 100 per cent work ready without having worked or having substantial work experience.

As a society, Australians are focused on how to keep the economy growing and maintain standards of living. Focus often falls on the number of skilled workers required, keeping older workers working longer and utilising skilled migration. These are important policy considerations, but nowhere in this conversation are young people being included as a piece of the jigsaw to achieve economic growth.

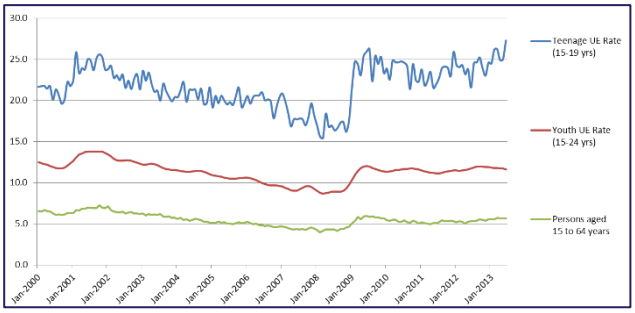
Indeed 7.2 per cent of Australia's population is aged between 15 and 24 compared with 7.8 per cent who are aged 50 to 64. So it follows that the same effort used to retain older workers, if applied to successful strategies to transition young people to employment, may better mitigate Australia's ageing workforce and eroding taxpayer base.

A young person needs enhanced support to enter the workforce compared to a worker with experience. Therefore they can often be overlooked for employment in favour of an individual who requires less training and focus. Having the right skills, networks and referees are all crucial to the challenges of landing a first job.

Once a young person does have a job they are often amongst the lowest skilled and most vulnerable workers in the labour market and young people are particularly at risk of being taken advantage of because they are unfamiliar with their rights. Post-placement supports are critical to ensure that the young person remains employed.

[4] ABS, Labour force, Survey data 6291.0.55.003

The unemployment rate for young Australians is 29.4 per cent[5]. For young people living in the top ten areas of disadvantage in the nation, that rate can rise above 40 per cent.



Unemployment Rates (%) 2000 to June 2013, ABS data seasonally adjusted

These are staggering statistics and a wake-up call that young people need support to transition to become effective employees and the Australian economy needs to perform better when developing its future tax payers.

My First Job captures these sometimes disparate elements of lower educational attainment, youth unemployment and welfare dependency and joins them up in a single, coherent, transitions service model that improves the efficiency and effectiveness of the Australian Government budget.

Enormous upside

For every percentage point improvement in global youth employment, US$72 billion is added to global consumption.[6]

Breaking the cycle of dependency

The critical program design elements are targeted to address the longer-term impacts of sustained, high levels of youth unemployment. The longer a young person remains unemployed and in receipt of benefits, the less likely that they will ever enter or return to the workforce, creating a dependency cycle extending throughout their lifetime.

This in turn contributes to:

- *Loss of potential* – working leads to higher incomes and broader opportunities in the future; no young person reaches their potential by receiving benefits for doing nothing when they could be working.
- *Poor outcomes for families* – there are clear linkages between unemployment, welfare, poverty, poor health and recidivism. Young people are better off when they and their parents are employed.

[5] ABS, Labour force, Cat No. 6202.0, July 2014

[6] Robert Greenhill, Managing Director, World Economic Forum, Davos, January 2014

© My First Job Working Group All Rights Reserved

- *Intergenerational welfare dependence* – young people born into long-term welfare dependent families are significantly more likely to become welfare dependent as adults.
- *Long-term structural impact to Budget* – the estimated cost of foregone employment income is 1 per cent of GDP, or $15 billion. The cost includes lower welfare benefit payments associated with higher employment, foregone income tax revenue and private income.[7]

The cost of doing nothing

Incorporating lower welfare benefit payments associated with higher employment, foregone income tax revenue and private income, the estimated cost of foregone employment income is 1 per cent of gross domestic product, or $15 billion.[8]

[7] Blanden, J., Hansen, K. and Machin, S. (2008) *The GDP costs of the lost earning potential of adults who grew up in poverty*. York: JRF

[8] ibid

© My First Job Working Group All Rights Reserved

Defining the cohort

Who are the young people we are talking about?

The My First Job program design elements could to be applied to any systemic response or intervention aimed at gaining and sustaining employment for any young person up to the age of 25 years.

However there are cohorts of young people who experience particular disadvantage in terms of successful and sustained economic participation. Those who have experienced disadvantage (such as lower socio-economic backgrounds) as well as those with lower educational attainment are the specific targets for the My First Job program design elements. These two elements are inextricably linked insofar as there is a a 20 per cent difference in the proportion of young people from low socio-economic backgrounds who attain Year 12 or equivalent (73.7% compared with 93.2%) and only 54 per cent of indigenous young Australians complete Year 12 or equivalent[9].

Where a young person up to the age of 25 who has experienced disadvantage has a participation requirement they may be mandated to participate in the identified program design elements that could also be open to those young people who are not bound by a participation requirement – whether within or outside the welfare system, who would engage through an open referral process.

The cohort has been defined this way because:

- 360,000 young people between 17 and 24 are either unemployed, not in the labour force or not in full-time education;
- That's nearly one in four teenagers not at school, in training or working;
- So there's a 4:1 ratio of people at the end of their career compared to those at the start of their career;
- The teenage unemployment rate for young Australians is 29.4 per cent;
- For young people living in the top ten areas of disadvantage in the nation, that rate rises to above 40 per cent; and
- 7.2 per cent of Australia's population is aged between 15 and 24 compared with 7.8 per cent who are aged 50 to 64.

[9] COAG Reform Council, 2013

© My First Job Working Group All Rights Reserved

Aligning with existing systems

Improving youth employment outcomes within existing systems

The Australian Government already makes a substantial investment in employment and apprenticeship services across the nation. With this in mind, the My First Job Working Group has considered ways that the five program design elements can be aligned with existing systems.

Demand-led model

In considering these approaches, the Working Group has had particular regard to the importance of demand-led models of service delivery in order to improve youth employment outcomes.

There is an undeniable tension between demand-led models and client (or supply)-led service delivery models. The tension arises from the unavoidable reality that clients need to be 'job ready' when seeking placement and this is practically achieved by understanding what an employer wants.

A staged approach is necessary to develop the skills of a young person entering the workforce whilst moving them towards and into employment. This is what has driven the Working Group's recommendation of the five program design elements.

Career Counselling within schools

Work experience models within high school curriculums exist in different forms across Australia. Career guidance professionals who work within schools have their own networks and practices for establishing positive work engagement experiences for the young people they work with. There is clearly value in considering My First Job alignment opportunities with career counsellors.

Employment Services 2015 and Australian Apprenticeship Support Network

It is possible for the Australian Government to consider encouragement of providers within the new and flexible Employment Services 2015 and Australian Apprenticeship Support Network models, such that providers could incorporate each of the program design elements into their service delivery models to support young people experiencing difficulty in their transition to work.

© My First Job Working Group All Rights Reserved

About the My First Job Working Group

The My First Job initiative was established in 2013 by SYC, a national not-for-profit organisation delivering employment, training and youth services.

My First Job was designed to be an advocacy brand to speak to Government and the business sector about solutions to a statically high youth unemployment rate and to establish a pilot program to skill and create opportunities for young people seeking employment.

Today SYC has three pilot programs to skill and create job opportunities in its youth employment hub, HYPA Works, providing alternative pathways for young people to secure and maintain employment.

Constituted in 2014, the My First Job Working Group was to construct a youth specific framework that could sit within employment services, concentrating on training to work, job interview guarantee and post placement supports as enablers of sustainable employment outcomes.

The model outlined in this paper has been developed by the My First Job Working Group over a six month period, capturing good practice of employers and service providers teamed with insights from peak bodies and government to clearly articulate the need to have and nice to have program design elements in the proposed five stage Youth Employment Service Stream Operating Model.

Composition of the My First Job Working Group

The My First Job Working Group has been established with the support of the Assistant Minister for Employment, Hon Luke Hartsuyker MP and collaboratively with the Commonwealth Department of Employment.

The Group comprises representatives from:

- Coles
- Department of Employment
- Group Training Australia
- Jobs Australia
- McDonald's Australia
- The Smith Family
- SYC
- Westpac

© My First Job Working Group All Rights Reserved

My First Job Working Group Member Profiles

LISA APTHORPE
National Training and HR Design Manager
McDonald's Australia Ltd

Lisa Apthorpe is the National Training and HR Design Manager for McDonald's Australia Ltd. This role involves managing the design and development of Training, Leadership and HR curriculum and programs for both operations and corporate staff across McDonald's. Lisa is also the CEO of McDonald's Australia Registered Training Organisation (RTO) which delivers qualifications nationally to over 4000 employees annually. Lisa has previously worked in numerous roles within McDonald's including regional training, curriculum development, employee relations and operations.

She has a Masters in Business Coaching, a Graduate Certificate in Management and an Advanced Diploma in Management.

JIM BARRON
Chief Executive Officer
Group Training Australia

Before taking on the role of GTA CEO in November 2001, Jim Barron spent 14 years in federal politics. Jim held a number of senior positions within the Howard Government, notably Chief of Staff to Dr David Kemp for 3 ½ years as well as Chief of Staff to Ministers Chris Ellison and Judy Moylan.

Jim was also State Director of the Queensland Liberal Party for 3 years 1994-1996 where, among other things, he had the pleasure of sacking Pauline Hanson as a candidate for the Liberal Party.

Jim brings to GTA a wealth of knowledge and experience in the political and social policy areas and feels "fortunate" to have been on both sides of the fence. Jim's major focus now is to advocate to government and stakeholders alike, the need to lock in future skills development, solve skills shortages and build a training culture in Australia.

MICHAEL CLARK
Executive General Manager – Corporate Communications
SYC

Mr Clark leads the communications, information technology, government relations, media, brand, events, and strategic projects activities of SYC.

Having started his career as a ministerial adviser to state ministers and a Premier, Mr Clark brings previous experience in consulting and executive roles in the corporate

LAUREN DIMAS
Head of Partnerships
SYC

After successfully completing a Bachelor of International Studies at Flinders University, majoring in politics and international relations, Lauren commenced her career in the political arena as Political and Communications Advisor to a Shadow Minister in the South Australian Parliament from 2005 to 2011. This role provided Lauren with first-hand experience of the political environment, something that has

© My First Job Working Group All Rights Reserved

and government sectors (including with ASX-listed companies). Mr Clark is well credentialed at delivering senior counsel in Australia and overseas with accountabilities having variously encompassed communications and reputation management, government relations, strategy, information technology, brand, marketing, media and public affairs.

been invaluable in her role at SYC as Head of Partnerships. As Head of Partnerships, Lauren plays a key role in representing SYC to major stakeholders of the organisation, both existing and potential, and in forging mutually beneficial and valuable connections with these stakeholders, a role she also plays as part of the Working Group for the My First Job initiative.

Lauren is also a Director of Cherri Py Pty Ltd a financial services and property development business.

PAUL EDGINTON
Chief Executive Officer
SYC

Paul Edginton has led SYC as Chief Executive Officer for more than a decade. In that time, he has transformed SYC from an Adelaide based not-for-profit service delivery provider to a leading national organisation delivering employment, training and youth services to more than 55,000 Australians of all ages each year.

With executive and board level experience in strategy, corporate governance and communications, he is a sought after contributor to policy development discussions, particularly in the areas of impact measurement, integrating policy priorities, employment, advantage thinking and not-for-profit leadership.

WENDY FIELD
Head of Policy and Programs
The Smith Family

Wendy has more than 20 years' experience in management, administration and leadership across a range of environments, including the community sector, policy and advocacy organisations and public service sectors at State and Commonwealth Government levels.

Wendy initially trained as a social worker and spent several years working with homeless people, primarily young people and chronically homeless women; later in her career she gained a second degree in Social Sciences.

Prior to joining The Smith Family she held a number of leadership roles across a wide variety of policy and program areas in the Australian Government Department of Family, Housing, Community Services and Indigenous Affairs (FaHCSIA).

© My First Job Working Group All Rights Reserved

JASON GAUVIN
State HR Manager SA/NT/TAS
Westpac

Jason is an Adelaide based State HR Manager responsible for Westpac's Retail and Commercial employees in SA/NT/Tas. This geographic spread includes some of Australia's most challenging areas for youth employment. Prior to Jason's 4 years with Westpac he has worked in a diverse range of industries including Mining, Information Technology and Education. Jason is a member of the Leadership Institute of South Australian and is an alumni of the Governor's Leadership Foundation (2001). Jason with his wife Sally have 3 children at school and keeps busy in his spare time supporting them with their sports and extra-curricular activities.

Dr LISA O'BRIEN
Chief Executive Officer
The Smith Family

Dr Lisa O'Brien leads Australia's major education-oriented children's charity and has driven a five year plan to grow the effectiveness and reach of The Smith Family's education-oriented programs to support more disadvantaged children and young people.

Lisa has worked in leadership roles across the public, not-for-profit and commercial sectors over the last two decades. She is a non-executive director of the Community Council for Australia and BUPA Australia & New Zealand, member of Chief Executive Women Inc and former CEO of the Skin and Cancer Foundation Australia. Lisa was also a founding member of Sydney's Lou's Place, a drop-in centre providing respite and support for women in need.

A Medical Practitioner registered in New South Wales and a Fellow of the Royal Australasian College of Medical Administrators Lisa also holds a Masters of Business Administration and a Masters of Human Resource Management and Coaching. In 2013, she was a nominee in The Australian Financial Review and Westpac's 100 Women of Influence awards.

DAVID THOMPSON AM
Chief Executive Officer
Jobs Australia

David Thompson is CEO of Jobs Australia Limited, the national peak organisation for more than 270 non-profit providers of employment and related services for unemployed people. David has a keen interest in social

HELEN WILLOUGHBY
State Network Manager/State Manger NSW/ACT
Australian Government Department of Employment

Helen Willoughby has almost 16 years' experience working at executive and senior levels within both the public and private sector. Currently Ms Willoughby is the State Network Manager for the Department of Employment.

© My First Job Working Group All Rights Reserved

justice and equity issues.

David is also Director of the National Roundtable of Nonprofit Organisations Limited, Chair, Jobs Australia Foundation, Chair, COMMACT International and Director of its Australian Chapter, Chair of Community 21 Limited, and Chair of Community Sector Enterprises Pty Ltd. David is also a member of the Board of the Intercontinental Network for the Promotion of the Social Solidarity Economy and a member of the Global Advisory Board to the Minister for Labour for the Kingdom of Saudi Arabia.

Throughout her career, Helen has developed strong relationships with key decision and public opinion makers, including within the media. She has worked in senior positions within federal, state and local government, and has been a Director of Public Affairs in Sydney for the global public relations company Hill and Knowlton and Chief Executive of the Outdoor Media Association.

Helen was an independent Board member of the Public Transport Ticketing Corporation (PTTC) for three years, and also a voluntary Board member of the Sydney arts organisation Carriageworks. She is currently a voluntary member of the Women's Advisory Board for The Big Issue.

© My First Job Working Group All Rights Reserved

Appendix 1:

SYC utilises innovative ways to support those with the most significant barriers to employment

Program outline

SYC's employment services division, Job Prospects, was successful in obtaining delivery rights to pilot a program assisting Stream 4 job seekers (those with the greatest barriers to employment) under the age of 25, during 2012. Delivered at the Elizabeth, South Australian site for residents in the City of Playford, Launch provided participants with intensive, multiple levels of support to deal with their barriers to employment.

Individualised case management and a focused strengths based approach, Launch was delivered in collaboration with SYC's youth services division, HYPA (standing for Helping Young People Achieve). The Job Prospects consultants focused on the vocational barriers – skilling, training and work experience – to employment, while a clinical professional from HYPA focused on the non-vocational barriers – housing, offending, health and motivation.

Program participants

The Playford region is characterised by significant and entrenched levels of multi-generational disadvantage. This disadvantage exacerbates the challenges faced by young people in the region; many young people presenting with low motivation, poor self-esteem, inadequate social and familial supports and mental and physical ill-health.

Launch demonstrated the value of a specific employment service delivery model designed especially for young people. Young people, because of their developmental stage, typically:

- Experience intense, overwhelming emotions which vary significantly in short time frames.
- Develop strong bonds with peers that can be broken and are re-formed rapidly.
- Struggle to focus on more than one issue at any point in time.
- Globalise a failure in one aspect of their lives to all aspects of their lives.
- In the creation of their own independent identity rebel against authority; this rebellion may be active or passive.

Sixty-three job seekers commenced Launch, fifty-two male and eleven female. The profile of these young people reflects the high levels of disadvantage in the Playford region.

- 17% identify as being Aboriginal or Torres Strait Islander, which as a percentage is significantly higher in comparison to the 2% of ATSI who reside in the City of Playford;
- 44% are Early School Leavers,
- 53% have a year 10 education or less,
- 7% have completed year 12,
- 55% have not studied or participated in training during the past two years,
- 17% are ex-offenders,
- 19% identify as having a disability,

Program success

Launch achieved all its set education and employment short term targets. Attendance rates at appointments with Clinical Case Managers and Employment Consultants were very high (81% and 79% respectively) and 38% of participants had engaged in education or employment by 30 September 2012.

Launch also outperformed the baseline in paid placements (baseline 3.31%, Launch 14.29%) and 13 week outcomes (baseline 6.42%, Launch 8.16%).

© My First Job Working Group All Rights Reserved

Jasmine's story

Jasmine, 24 years, had experienced both unstable employment and housing prior to being referred to Job Prospects. She had not completed school, finishing half-way through Year 11 and did not hold any VET qualifications. She had held a number of employment positions but for short periods. In addition, she had suffered from extended periods of mental illness.

Job Prospects supported Jasmine into VET training, beginning a Certificate III in Business, which she achieved partial completion in before undertaking a pre-employment program also secured by Job Prospects. Job Prospects supported Jasmine by providing access to transport to and from the pre-employment program, and funding for clothes to undertake a component of training and for job interviews. At the completion of the pre-employment program Jasmine secured a South Australian Government Traineeship for twelve months. As a component of the Contract of Training of the Traineeship she was able to complete her Certificate III in Business.

Jasmine completed both her 13 and 26 week outcomes in the Traineeship and went on to securing a permanent position within the South Australian Government. She has begun a Certificate IV in Legal Services and purchased a house with her partner. Of her experience as a job seeker with Job Prospects, Jasmine stated "It's amazing to see how far I have come in such a short amount of time and how far I will continue to go… with the right support I could achieve whatever I put my mind to".

© My First Job Working Group All Rights Reserved

Appendix 2:

Yamaha Student Technicians

Purpose

The Smith Family have established a partnership with Yamaha in Queensland, to create opportunities for Year 9 students to engage in hands-on learning experiences within the motorcycle and marine mechanics fields.

Partnership Members:

- Yamaha Motor Australia;
- Sandgate District State High School;
- Upper Coomera State High School;
- Gold Coast Institute of TAFE;
- SkillsTech Australia – Bracken Ridge;
- 8 local Yamaha dealerships in the Brisbane/Gold Coast areas.

Context and Goals

A cross- regional partnership between North Brisbane and the Gold Coast is addressing a local and national skill shortage in the motorcycle and marine mechanics industries. The partnership, replicated from a similar model operating in Sydney, provides young people with the opportunity to link the value of their current education and the impact of their subject selection to the 'working world'. Students also gain an understanding of pathways and expectations of the motorcycle and marine mechanics industries.

Local Service Manager, Yamaha Motor Australia, "we believe that this partnership will have a very positive impact on our industry; we are really pleased to be engaging with school students for the benefit of both our industry and the students we work with."

The Partnership's Approach

This Partnership provides young people with a number of opportunities to increase their knowledge and understanding of the motorcycle and marine industries, including:

- Excursions to TAFE and associated business;
- A training day for students with Yamaha technicians at a Yamaha facility;
- Selected students for each school demonstrating promise being offered an invitation to participate in the Yamaha 'Student Grand Prix'.
- Winners attend the Yamaha Technicians Grand Prix, featuring dealer representatives from across Australasis.

Benefits

- The partnership activities have achieved a high level of student engagement. 85 students attended the field trips, with 25 attending the training day.

© My First Job Working Group All Rights Reserved

- Yamaha has recognised an increase in interest and commitment from young people towards the motorcycle and marine mechanics industry.
- Students are increasing their awareness of how their school studies are relevant in the workplace.
- Students with a more practical approach to learning are having an opportunity to shine.

Head of Industrial Arts at Sandgate District Senior State High School stated of their involvement in the partnership "our students are really enjoying finding out more about this industry and having a chance to be involved in the partnership activities.

There is great potential to establish more schools and mentor businesses and organisations involved in this initiative in future years. A pathway including relevant certificates at local TAFEs, work experience and potential apprenticeships, is being developed for students who have a continued interest to gain the skills and experience to pursue a career in the marine and motorcycle industries.

© My First Job Working Group All Rights Reserved

Appendix 3:

Group training: successfully linking employers, schools and parents for positive employment outcomes for young people

Group Training Australia is the largest employer network of apprentices and trainees nationally, with a 30 year record of achievement. The network includes 150 group training organisations (GTOs) which operate across Australia as employment intermediaries, linking training, employers and employees in 35,000 apprenticeships and traineeships.

Group training delivers a bundled training package to a broad range of enterprises, assisting them to take on apprentices and trainees, build skills, and embed a training culture.

A key to the Group Training model is to offer mentoring and pastoral care to apprentices and trainees. Critically it also provides a range of assistance to the host businesses many of whom are engaging an apprentice or a trainee at the workplace for the first time. In these situations GTOs work with the host business on targeted and specific retention and completion strategies.

Positively engaging employers

Group training is demand-driven, responding to the direct needs of industry, and only providing those apprentices and trainees that can be deployed at a given time.

GTOs have relationships with some 100,000 employers across Australia, in the main, focused on traditional trades.

Key to this model of engagement is working in partnership with all stakeholders including host businesses but also government, schools, training providers, parents as well as students to increase the flow of apprenticeships and traineeships, particularly in periods of skill shortages.

In addition, GTOs also run VET in Schools programs called work exposure and work placement programs to facilitate an entry path for young people into apprenticeships and traineeships. The result of this work is positive outcomes for young people in training and employment opportunities as well as productively fulfilling the skilling needs of industry.

Work Exposure and Work Placement Programs

VET in Schools programs have proved very successful in engaging young people, particularly large numbers of Year 11-12 students, in goal setting and activity towards their career aspirations whilst integrating the activity into their secondary schooling certificate.

GTO's Work Exposure and Work Placement Programs are not only VET in Schools programs but also in many instances are often designed as positive pre-apprenticeship programs, allowing young people involved in this program to experience an apprenticeship before committing to it long-term.

Due to the employer relationships held by GTOs, unlike many VET in Schools programs, the Work Exposure and Work Placement Program provides a true employment pathway for participants.

In February to May 2013, surveys were undertaken of 20 GTOs who had been identified as delivering best practice Work Exposure and Work Placement Programs. These GTOs were selected across a mix of locations, industry and program

© My First Job Working Group All Rights Reserved

types. The findings of the survey work were released in May 2014. Responses to the surveys were received from 52 employers, 46 parents and 35 students.

The survey responses reflected appreciation from the different parties about the positive linkage GTO's make between employer, employee, school and parents. Particularly to the importance of a young person's exposure to a workplace, developing their employability skills and providing an opportunity to begin a pathway to employment.

Employers provided highly positive feedback about the exposure of their industry and promotion of careers in their industry as well as altruistically seeing value in assisting students develop relevant skills in a practical environment.

MPA Skills – positively engaging young people and employers in VET in Schools programs

An industry based GTO/RTO based in Western Australia, MPA Skills has developed a creative partnership with schools and together they have developed an award winning program of pre-apprenticeship and school based apprenticeship activity in addition to their apprenticeships.

This GTO has employed approximately 280 apprentices per year over the last decade – with approximately 65 per cent in the Plumbing industry and 35 per cent in Painting.

MPA Skill's pre-apprenticeship partner model concentrates on the development of student employability skills through a combination of Work Exposure in Years 9-10 and Work Placement in Years 11-12, to feed into a future apprenticeship. GTO host employers are actively involved in this strategy and are supported in the placement of young people within their workplace with coaching and mentoring skilling for other employees within the workplace to work with the young people.

Benefits of early engagement of young people to think about a trade career, particularly in the two focused industries in which MPA Skills operates, plumbing and gasfitting and painting and decorating, has provided these industries with well trained employees within these fields, in Western Australia.

The following table outlines the planned approach by MPA Skills to engage with young people, schools and parents, matched with engaged employers taking on young people for Work Experience and VET in Schools placements as well as apprenticeships and traineeships in the longer term.

A New Approach: Four part program to interact with students across Years 6 - 12

Years 6 – 8 "Plant the Seed"	**Years 8 – 9** "Gain an Insight"	**Years 9 – 10** "Work Experience"	**Years 10 – 12** "Employment and or Pathway"
Career Insights	→ Work Exposure →	Work Experience →	Pathway Taken
• Background awareness • Classroom activities with literacy, numeracy and enterprise focus	• Guest speakers • incursions/excursions • Open days	• Try-a-Trade • Transferable Skills • Choosing a trade	• Employment as school based apprentice /trainee • VET subjects taken • Pre-apprenticeship course
MPA Skills and teachers working on the design of classroom based activities	Teachers and MPA Skills developing education – industry programs	Schools and RTO/GTO staff supporting students to taste and try a pathway	Facilitated pathways of employment **and**/or education i.e. and still complete WACE

Group Training Australia – May 2014

***Work Exposure and Work Placement in Schools Involving GTOs – Case Studies of GTO Good Practice* - (p 86)**

© My First Job Working Group All Rights Reserved

Appendix 4:

McDonald's Australia – leading employer of young people

An employer of almost 100,000 Australians, McDonald's employs over 85,000 individuals under the age of 25. McDonald's is proud to be a leading employer of young people in Australia along with providing opportunities to obtain nationally recognised qualifications.

McDonald's training vision is to be an Employer of Opportunity and to provide employees with a positive work environment that enables them to deliver a great customer experience, every time.

Young Australians are key to this vision and as a result McDonald's has been the first job for many Australians in their 43 years of Australian operations. The employment opportunities for young people have provided both training and career opportunity progression internally, and for many others, employment with McDonald's has provided a platform to launch their careers into other industries.

A registered training organisation (RTO), training is placed at the centre of all McDonald's initiatives including product rollouts and talent development. The hiring, induction, training and opportunity for on-going training is an environment ideally suited to young people who are new to the world of work and professional engagement.

Focused on the positive engagement of young people

McDonald's also provides Traineeships (including School Based Traineeships) further supporting the engagement and training of young people within their business.

McDonald's offers five nationally recognised qualifications to employees through the customised delivery of their training programs. The McDonald's management curriculum is mapped to the Retail Services and Business training packages, meaning that through a combination of theory and practical components, young people undertaking this program, can work towards obtaining a qualification reflecting their commitment, skill and knowledge.

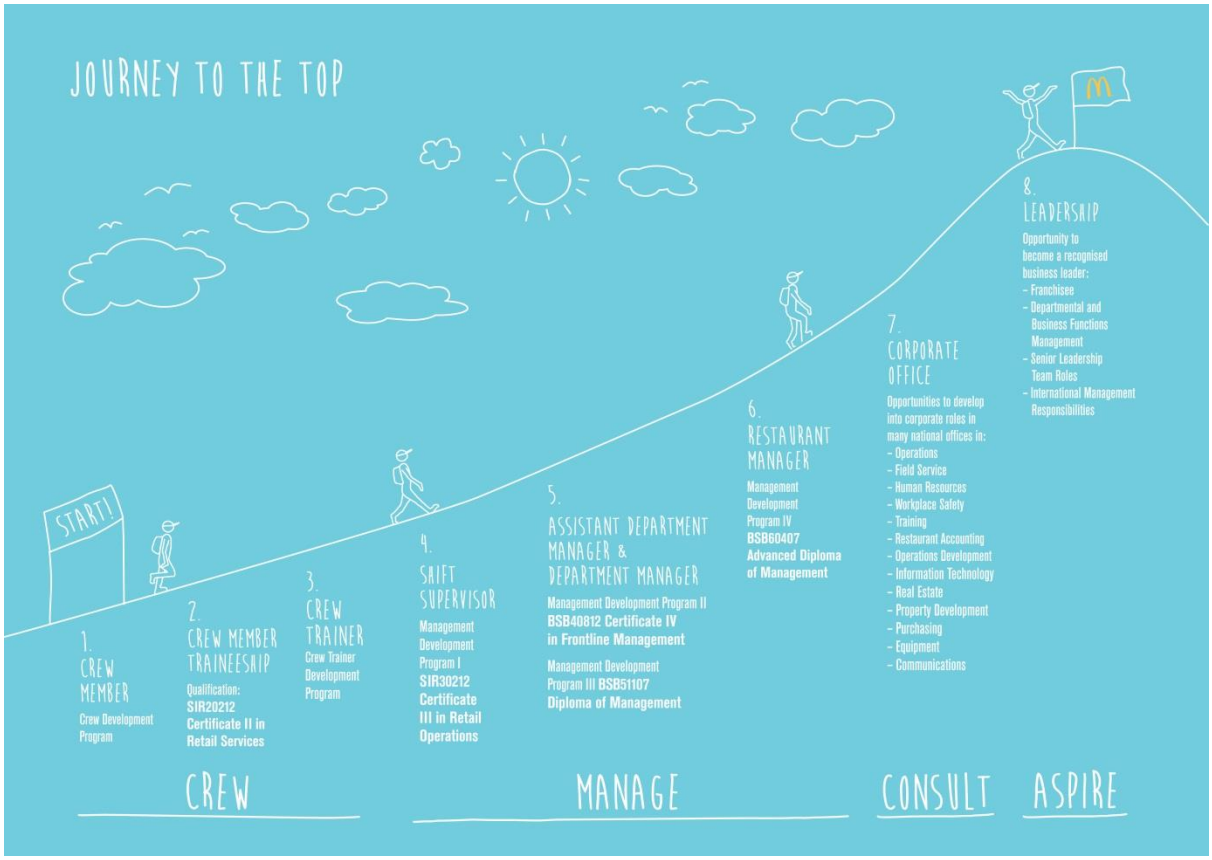
Crew members are identified by their Restaurant Managers and are offered the opportunity to participate in a Traineeship pathway. With SBAT, the Manager and McDonald's restaurant will then work collaboratively with the employee's school and parents to allow them to successfully meet the requirements. School Based Traineeships are delivered on the job, during the trainee's normal working hours. In addition, the People Performance Manager also works closely with the McDonald's RTO team of qualified trainer/assessors to support the trainee's learning outcomes.

Professional qualifications

Crew members can undertake a Certificate II in Retail Services and Certificate III in Retail Operations while those employees on a management pathway within McDonald's can complete the Certificate IV in Frontline Management, the Diploma of Management and the Advanced Diploma of Management. The Certificates focus on the development of key operational skills and knowledge as well as introducing crew and managers to coaching and leadership skills. The Diploma and Advanced Diploma focus on developing business acumen, operations management and leadership and people management skills.

© My First Job Working Group All Rights Reserved

Training is provided free to employees and are mapped to existing internal curriculum ensuring a seamless integration of work and study



<u>Training and support systems beneficial for a young workforce</u>

Scholarships

McDonald's is proud to offer employees places in the Charlie Bell Scholarship program. This is an annual program that attracts hundreds of entries and is awarded to 3 recipients through the scholarship funding future study.

Support Programs

Following a successful 2013 pilot, McDonald's launched the 'Work Inspirations' program in partnership with the Smith Family. This program has been run nationally and benefits students in schools across each state over 927 locations where McDonald's has restaurants. The program aims to inspire disengaged youth to pursue work and a career and is a 2 day course run by the McDonald's RTO teams.

Going 4 Gold is a joint initiative between the Salvation Army and McDonald's and is designed to provide an intervention for those who are at risk of homelessness or recovering from homelessness through structured part-time employment opportunities. To date there have been approximately 15 long term (6 months +) placements in NSW and QLD, with an intake of approximately 50 to occur in September. Within 3 years it is anticipated that there will be an intake of approximately 300 to 400 people per annum.

Getting Ready for Work

Through annual employer survey results, employee feedback and information collected at the National Hiring and Careers Week in 2012, McDonald's Australia developed a 'work readiness' booklet *Getting Ready for Work* which covers employability skills needed by young people when starting their first job. The development of this resource reflects McDonald's commitment to providing appropriate and useful skilling to young Australians.

© My First Job Working Group All Rights Reserved

Internal Systems

McDonald's Australia has developed a number of systems to communicate with their workforces which are fun, engaging and informative, perfectly packaged for a younger workforce.

metime is a key example of this engaging employer structure. An online portal resource, McDonald's uses *metime* to facilitate the hiring, orientation and training of crew. In addition, Managers utilise *metime* to communicate with crew, post rosters and payslips and update employee details. This resource becomes a one-stop shop for the necessary employment information for its workforce. *metime* is also an engagement platform where employees can enter competitions, challenge each other with their skill and knowledge and access McDonald's employee discount program – *myBenefits.*

myBenefits is a fantastic benefit available to all McDonald's employees and offers online discounts and rewards from over 300 retailers. It also allows restaurants to recognise employees with vouchers and rewards through the myRewards function.

Outcomes

McDonald's proudly invests more than $40 million per annum in the training and development of its employees. This investment is across every restaurant and also supports corporate development.

In 2013 over 4,000 qualifications were issued to employees and as at the end of August over 4500 employees were currently completing qualifications.

Over 97% of trainees surveyed in 2013 believe that their skills and knowledge increased from completing a qualification with McDonald's and 95% would recommend the training to others.

Below are some comments on the training received by employees in our Learner Surveys 2013 and 2014:

I gained a lot of experience through this training that allowed me to gain a better understanding of the workplace.
Learning more about my restaurant and what it takes to be a good manger/ supervisor
Gaining more experience and developing skills by doing interactive activities
I received a cert 2 in Retail and I developed skills to better prepare me for the future
Being able to relate what I have learned to my workplace. I learned to work as a team and felt very challenged.
I gained a lot of skills to help further my career
I really enjoyed the on floor training and activities. I learn better when I engage in 'hands on' experiences.
Being encouraged to work to the best of my abilities and to further broaden my aspects of training.
Learning new ways on how to handle situations within the workplace
The training was relevant to my skills and knowledge and helped improve performance at work
The course was great. It was flexible enough for me that I was able to complete whilst still doing school
The respect I received from my trainers and the knowledge that this course benefited me, as well as being able to practise the learnt and learning skills while I was on the floor.

© My First Job Working Group All Rights Reserved

Appendix 5:

Coles supports first steps into employment

In 2011, Coles began the First Steps Indigenous Employment Program, working with Job Services Australia (JSA) providers in the Australian Capital Territory and New South Wales, to undertake a pre-employment training program, with a job interview guarantee at the end of training and six months of post placement support through mentorship for participants.

In the three years since First Steps commenced, the program has grown to be delivered nationally in partnership with a number of JSA providers around Australia.

Training and orientation

The pre-employment training of the First Steps program is delivered over an intensive three week period, with participants in groups of approximately 10, undertaking intensive retail focused skilling. The course work includes:

- Personal and professional development;
- Customer Service and Work Readiness training;
- Work experience placements in actual vacancies;
- Industry visits and information sessions;
- Group and one-on-one engagement activities;
- Mentoring support;
- Interview preparation.

Each participant is monitored and supported through-out the training process.

Post-placement Support

Coles quarantine job vacancies in regions where the First Steps Indigenous Employment programs are undertaken, allowing for a genuine employment opportunity for every First Steps participant who completes training and can demonstrate work readiness.

Post-placement support, in the form of mentoring, is a crucial element of the First Steps program to maximise the retention outcomes and to assist the participants transition to employment and develop a work/life balance.

Twenty-six weeks of post-placement support is broken into three phases. In the first month, while participants are working 15 hours per week, they meet with their mentor weekly, in a face to face meeting.

Phase two, Week 5-13 are fortnightly conversations, either face-to-face or via telephone. Phase three, Week 14-26, mentoring becomes one catch-up per month.

The mentoring system provides the Coles employee with an additional support to their employment, outside the management hierarchy within Coles.

Nellie's experience

Prior to being referred into a JSA provider by CentreLink, Nellie had been studying Year 11 in regional New South Wales.

Having moved mid-year to South Australia, beginning a new school in a new location was confronting. Nellie felt that gaining employment would be more beneficial for both herself and her family situation.

© My First Job Working Group All Rights Reserved

On presentation to the interview and the beginning day of three weeks of training, Nellie found that at 17 she was the youngest participant of the group. She soon found the environment to be welcoming however and in fact was positively engaging of the younger participants. She neither required previous training nor work experience to undertake First Steps.

Of the training phases, Nellie benefited from the opportunity to visit a Coles location, undertake some work experience and familiarise herself with the working environment.

On completion of training, and on being located at the Munno Para Coles store, Nellie undertook work placement in the Fruit and Vegetable, Night-fill and Check-out departments. Out of all three, Check-out was the most daunting, having direct and regular contact with customers, however Nellie states “this is the area I liked best!”

After consultation with the Check-out Manager at Munno Para Coles, Nellie is now a permanent member of this direct customer service role.

Of the experience, now into her second phase of her post-placement support, Nellie has said that “I look forward to going into work for my shift and my dad is really proud of me. I would recommend this program to my friends.”

In two years, Nellie hopes to still be working at Coles and is focused on increasing her hours per week to work full-time in the future.

© My First Job Working Group All Rights Reserved

Appendix 6:

Westpac's Indigenous Employment Program

The Westpac Indigenous Employment Program has progressed since 2010 to increase the numbers of Indigenous employees working within the Westpac Group and to develop a more diversified workforce reflective of the community in which it does business. Westpac has found that the indigenous employment program contributed to a broader people program creating a high performance culture within branches and had a positive influence on employee retention and business growth.

The Indigenous Employment Program provides a structured pathway to prospective Indigenous employees through School Based Traineeships, Cadetships and Graduate program. The program supports Indigenous people of all ages, however there is an acknowledgment from Westpac that supporting the transition of young people from learning to working is a positive engagement strategy.

The program specifically looks to increase the numbers of Indigenous employees in the organisation and included in this is finding pathways for people with limited industry experience to gain employment within the Group. This includes our partnering with niche organisations with specialist knowledge of youth and/or indigenous culture and community to enable us to put in place adequate support for those new to role.

It is also acknowledged through the newly refreshed Reconciliation Action Plan that Westpac want to focus on enabling employees to develop career resilience and to be able to generate a journey that meets their career goals. That means for young people Westpac need to enable and stimulate long-lasting and meaningful careers.

<u>School Based Traineeship</u>

High school students commence in their final years and undertake paid employment while undertaking a nationally recognised Certificate II or III qualifications. Often this qualification contributes to their final secondary school qualification and the work placement element contributes effectively to this achievement. Trainees work part-time during school term and more frequently during their school holidays. Westpac partners with local Group Training Organisations whom support both the trainee and their manager to resolve issues that may arise within or outside of work.

<u>Cadetship</u>

This is an opportunity for Westpac to employ Indigenous undergraduate university students. This provides young professionals with a chance to experience the corporate environment and to apply their knowledge in a commercial situation. In turn these cadets apply for a permanent role where there is a strong match with their career preferences and gain opportunities either in the graduate program or another permanent opportunity. The program can run for a minimum of 12 weeks over one year and then be repeated for a number of years, while the cadet completes their studies. This is a crucial link to introduce indigenous talent early to the career opportunities within Westpac and better enable successful candidates to join professional services, which relies so much on talent with qualifications.

<u>Engagement and training of participants</u>

The School Based Traineeship and Cadetships provide highly positive engagement and training platforms for young people into employment positions.

© My First Job Working Group All Rights Reserved

The ability to source and retain Indigenous candidates has been a critical part of the approach of this program. It requires working across schools and communities, tapping into the networks of external human resourcing channels and creating pathways into the Indigenous Graduate program.

Westpac's *Professional Qualifications Framework* (below), equips Indigenous candidates with the right training, skills and qualifications for them to progress in career goals within the business.

Outcomes

Across the Indigenous Employment Program at Westpac, in financial year 2013 there were as many new placements of indigenous hires, cadet and trainees as the previous three years.

A particular high point is a growth in the number of school based trainees transitioning into full time traineeships beyond their high school qualification. This includes qualifications beyond the teller role for Personal and Commercial Banker. There has been 16 trainees that have gained a Certificate III in Financial Services as full time trainees, which has set them up to accelerate their career growth either within the Westpac Group or elsewhere.

One Sydney-based Teller said, "It was such a good opportunity and a privilege to start working for Westpac through the Indigenous Employment Program. Not only has it given me great work experience that I can build on further, it also gave me an opportunity to complete a professional qualification."

Similarly, a Queensland Teller who came to Westpac as a School Based Trainee commented, "It has helped a lot. I was struggling to decide what to do after high school when the opportunity to participate in the School Based Traineeship with Westpac was presented to me. I want to continue learning and progress in this industry."

Both these Tellers are now fulltime Westpac employees, and in total 13 full time trainees have transitioned to continued work since commencing as Indigenous trainees, and some have been promoted from their original roles.

Overall Westpac's Indigenous Employment Program has created an effective sourcing and career development pathway that attracts and develops Indigenous talent in a way that creates a diverse and high performing workforce. Importantly, the

© My First Job Working Group All Rights Reserved

engagement and encouragement of young Indigenous people within this program has provided genuine entry level positions and created career options within Westpac.

© My First Job Working Group All Rights Reserved