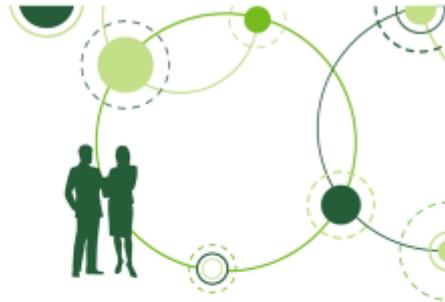


# Try, Test and Learn Fund ideas exchange: Burnie 27 & 28 March 2018

## Slide 1 - Introduction



## TTL ideas exchange: Burnie 27 & 28 March 2018

## Slide 2 - Background

### Try, Test and Learn Fund:

Using insights from the Australian Priority Investment Approach to Welfare, the \$96.1 million Try, Test and Learn (TTL) Fund is delivering trials of new or innovative approaches to assist some of the most vulnerable in society into stable, sustainable employment.

The objective of the TTL Fund is to generate new insights and empirical evidence into what works to reduce long-term welfare dependence.

Projects are being selected based, in part, on the value of the evidence that they will generate.

Projects will be evaluated to produce high-quality policy evidence about the effectiveness of interventions. In this way, the TTL Fund will allow the government to identify approaches that work, and use this evidence to transform investment in existing programs or make the case for new investments.

The TTL Fund takes an open and collaborative approach to policy development.

This approach is focussed on seeking new ideas and collaborating with a diverse range of stakeholders.

The TTL Fund is using a range of methods to seek innovative ideas.

The first tranche of the TTL Fund was open from late 2016 to February 2017. Individuals or organisations could submit ideas for projects to be trialled using a simple online form.

A Policy Hack with 93 participants was also held to generate ideas.

The Minister for Social Services approved 14 projects for funding from ideas generated in tranche 1.

Tranche 2 of the TTL Fund is seeking applications for new and innovative projects to address welfare dependence.

The grant opportunity opened in November 2017 and will remain open until 28 September 2018.

Grant applications are being assessed in batches throughout this period and the most innovative and suitable will be funded for a trial.

Tranche 2 guidelines also allow the Department of Social Services (DSS) to advertise other grant opportunities developed through generating ideas with stakeholders. The Burnie ideas exchange is the first of these ideas generation events for tranche 2.

Pending approval from the Department of Finance, a grant opportunity arising from the Burnie ideas exchange will be advertised on the Community Grants Hub and GrantConnect.

### **Slide 3 – Background continued**

- At a Try, Test and Learn Fund information session in Tasmania, a member of the Burnie community indicated a desire to apply for TTL funding to trial a program that links older unemployed people in the area with emerging job opportunities.
- Identifying a program to trial, however, is not straightforward.
- The ideas exchange arose from this conundrum.

#### Burnie, Tasmania:

Burnie is a city in North West Tasmania with a population of around 20,000. The population is older than the national average and closure of local industries has seen a shift in the economy of Burnie. Burnie has a collective impact framework, *BurnieWorks*, to address long term and entrenched issues. A Local Enabling Group connects a growing number of collective impact working groups and initiatives in the community.

Anecdotally there are a high number of unemployed older people (particularly men) in Burnie and emerging job opportunities, but some difficulty in connecting these experienced unemployed people with new job opportunities. The community is keen to tackle this issue but efforts to date have been unsuccessful.

DSS, along with members of the Burnie community, identified this as an issue that could be tackled under TTL. Burnie's labour market imbalance, along with its existing collective impact framework, *BurnieWorks*, made this city an ideal location to hold an ideas exchange.

This ideas exchange aimed to:

- explore the challenges faced by unemployed people in Burnie

- co-develop solutions to these challenges with the direct input of those affected
- develop a project for potential funding by the TTL Fund to be trialled within Burnie and possibly other communities.

DSS engaged The Australian Centre for Social Innovation (TACSI) to facilitate the ideas exchange. TACSI bring specialist social design expertise as well as previous experience working with the Burnie community.

#### **Slide 4 – Background and overview**

- To prepare for the ideas exchange, the TTL team researched Australian and international best practice in engaging older workers in the labour market.
- Data was also analysed from external sources and the Department of Social Services' own datasets.

#### Background:

To inform the approach as well as understand where further conversations would be needed, we drew on a range of existing data and information.

#### *Local insights*

Rodney Greene, Director of Community and Economic Development for the Burnie City Council, provided anecdotal insights on the challenges faced by older unemployed people in Burnie.

#### *Data*

A range of data was collected from publically available resources, including the Australian Bureau of Statistics. More specific data was generated from DSS datasets.

#### *Reports and other publications*

Several working documents were generated to inform workshop leaders. A summary of high-level insights on older workers is summarised in Appendix A.

#### Overview of ideas exchange:

The ideas exchange was run on 27 and 28 March 2018. It consisted of three workshops: an employer and community leaders working breakfast; a lived experience workshop with unemployed older people; and the main workshop with a range of stakeholders, including community members, employers, and service providers.

#### **Slide 5 – Workshop one**

#### Community and business leaders:

#### *Workshop one*

Three Burnie City Council Aldermen and six local community and business leaders attended a one hour working breakfast. This workshop was facilitated by Kelly Ann McKercher from TACSI.

There were varied levels of understanding of the experiences of unemployed people aged 50 and over in Burnie, with a range of views about the barriers, enablers, motivations and needs of older unemployed people.

Participants were asked to imagine a person they know who is unemployed and aged 50 and over and write a brief description of them. They then reflected on the barriers they assumed those people experience.

*Examples of assumptive profiles:*

Man in his late-50s, was an electrician and teacher. Left work when he was diagnosed with an illness. Grown up kids, owns his own house. Doesn't want to do domestic electrical work at his age. Feels too old to crawl into roof spaces. Doesn't recognise other opportunities.

Male, early 50s, plumber but was recently paid out following sale and closure of business. Does not know what he will do. As a plumber he has worked at the interface of retail and trade for many years. Has a problem finding a position that will suit his age and experience profile.

Female. Made redundant, lack of soft skills, empty-nester. Partner is also unemployed. Unemployed for over 12 months. Gets interviews but doesn't interview well. Struggles to sell herself.

*Barriers faced by job seekers*

1. Lack of technical/digital literacy
2. Poor interviewing skills, underprepared
3. No "go out and get it" attitude
4. Specialised background, highly skilled previous work, no desire to enter into unskilled work
5. Struggle to sell existing skills / past experience
6. Transport
7. Low self esteem
8. Gap in resumes
9. Physical capacity/health
10. Unmotivated, unambitious
11. Lack of local networks
12. Pigeon holed in past roles
13. High expectations
14. Substance use issues
15. Not able to translate one type of experience to other roles
16. Fear of the unknown
17. Don't want to move for work
18. Lack of literacy skills
19. Working partner – money coming into household

*Barriers faced by employers*

1. Not good at interviewing
2. Can't find skilled employees

3. Applicants can seem inflexible
4. People without licences or wrong class of licence
5. Poor public transport
6. jobactive providers not really supportive
7. Not able to deal with quantity of applicants coming from jobactive providers
8. Do not want an ongoing employee in all cases – maybe just want one or two days of work
9. Short term engagements require too much paperwork
10. “unknown” applicants can be a barrier in a small town – very interested in who people know

## **Slide 6 – Workshop two**

### Lived experience workshop:

#### *Overview*

Fourteen unemployed people aged 50 or over participated in the lived experience workshop. Participants were sourced through local jobactive providers.

Two DSS staff, one local Burnie City Council executive manager and one TACSI facilitator attended the workshop.

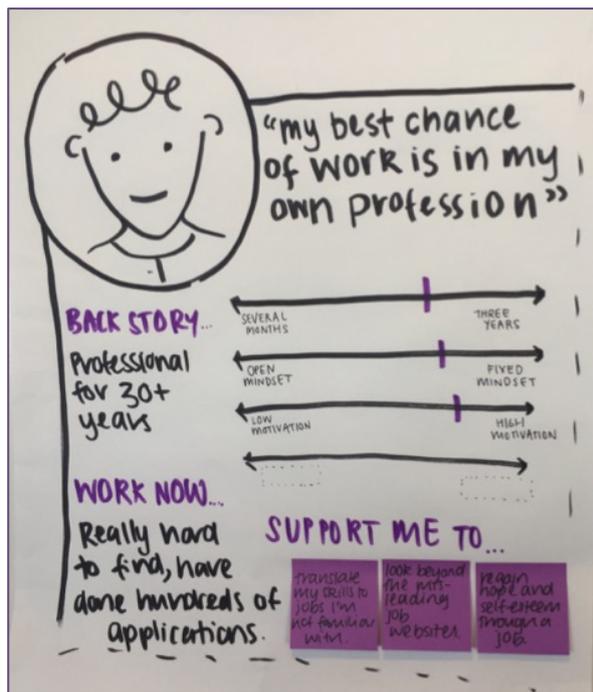
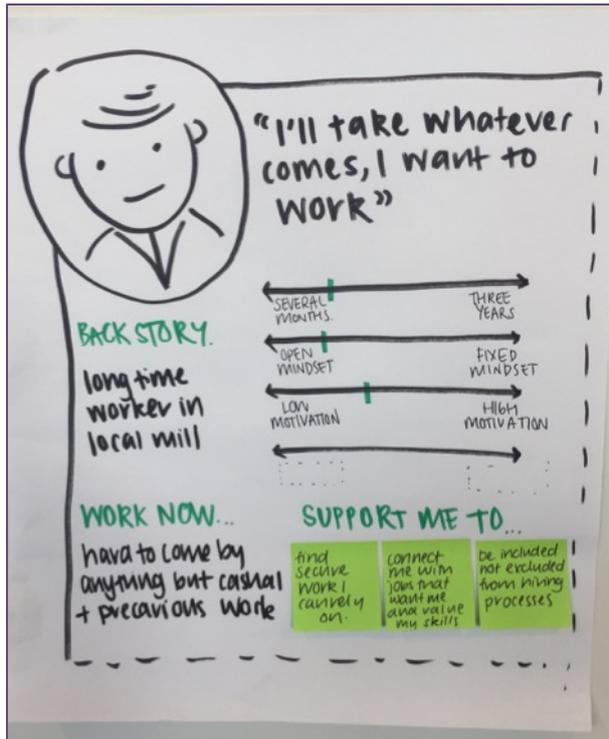
Participants' backgrounds ranged from a history of 'blue collar' work (e.g. working for the pulp mill, gardening) to professional work (e.g. engineering). Participants with professional backgrounds had often moved to Burnie later in life and were struggling to find work.

The lived experience workshop was held in the private dining room of a central Burnie café. Refreshments and lunch were provided and participants received a \$100 Burnie gift voucher.

Participants were also invited to participate in the ideas exchange main workshop. Five of the 14 did attend the main workshop the following day.

#### *Personas*

The following profiles were generated from conversations with older unemployed men in Burnie. Conversations revealed two primary personas. These personas acted as a design tool, ensuring that approaches consider the motivations, experiences and desires of older job seekers – who are by no means homogenous in their experiences. In using the personas as a design tool, TACSI suggested focusing on the post-it notes in the 'support me to' section.



**Slide 7 – Ideas exchange: Main workshop**

Information pour:

Following the two workshops the ideas exchange team conducted an information pour. Insights gathered through the two workshops as well as data and research publications were written onto sticky notes, with a limit of one insight per note. Different coloured notes indicated where the insights had come from. These colours were:



Insights were grouped into general themes.

Sometimes insights would contradict one another: participants at the employer workshop felt that ageism was not a problem, but participants at the lived experience workshop strongly perceived ageism in their experience.

- *“The interviewer came out and pointed at us older ones and told us to go home. The younger ones got called into the room.”* Older Unemployed Person (workshop two)

Others corroborated insights from other sources: research shows a growth in female dominated industries, and the men in the lived experience workshop also saw more women getting work and had experienced difficulty getting work in stereotypically females roles like retail or the care industry.

Others showed differences between groups: some lived experience workshop participants were willing to take any job, and others specifically wanted to return to the industry they had worked in in the past, often in an industry that has experienced decline.

### **Slide 8 – Key insights**

Following the information pour the ideas exchange team developed a range of insights specific to Burnie.

These were rapidly developed into material to be used at the ideas exchange main workshop.

#### Burnie key insights:

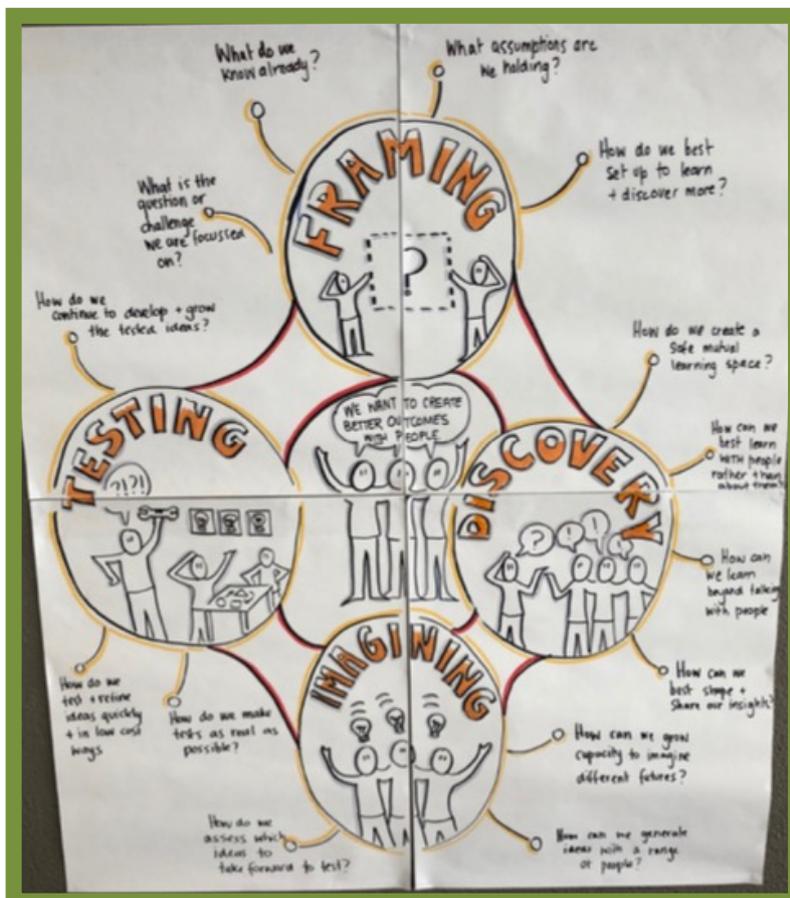
- Mature jobseekers may need more than matchmaking to find work.
- Health can be a challenge as we age and workplaces are not always accommodating. Minor adjustments could make a big difference to people and productivity.

- Hiring, recruitment and HR policies tend to ignore age, but in the process can make it harder for older jobseekers.
- Mature jobseekers face both discrimination and unconscious bias which can make finding a job harder and take longer.
- Work is changing at the same time as older workers have different work needs.
- Growth industries are increasingly in “female dominated” industries – which poses a challenge for men.
- Ageing and unemployment shrinks our networks which can make it harder to find work (especially as employers use their networks to find employees).
- Work is about more than earning a living – it’s about maintaining a sense of identity and meaning as we age.
- There’s a skill to getting a job after 50 and it may not be the skills we are used to.
- Employment is good for people as they age, good for businesses and good for Burnie.
- There is a growing gap between how jobs are “advertised” and how older jobseekers look for work.

Further detail on these insights can be seen in the posters developed for and used in the Burnie ideas exchange main workshop at Appendix B.

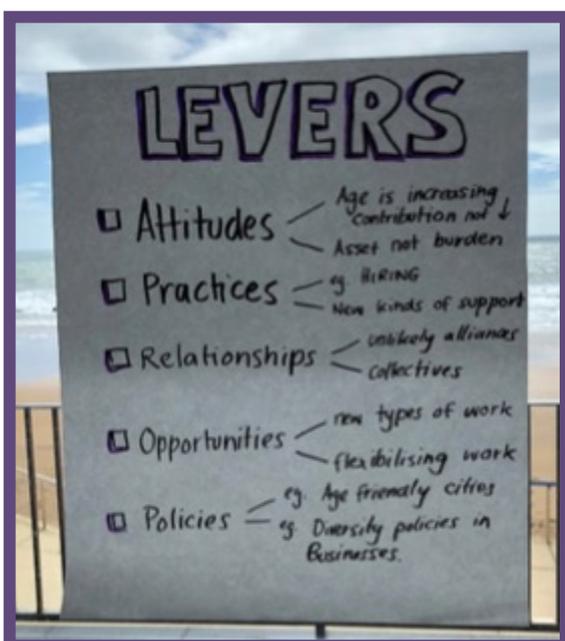
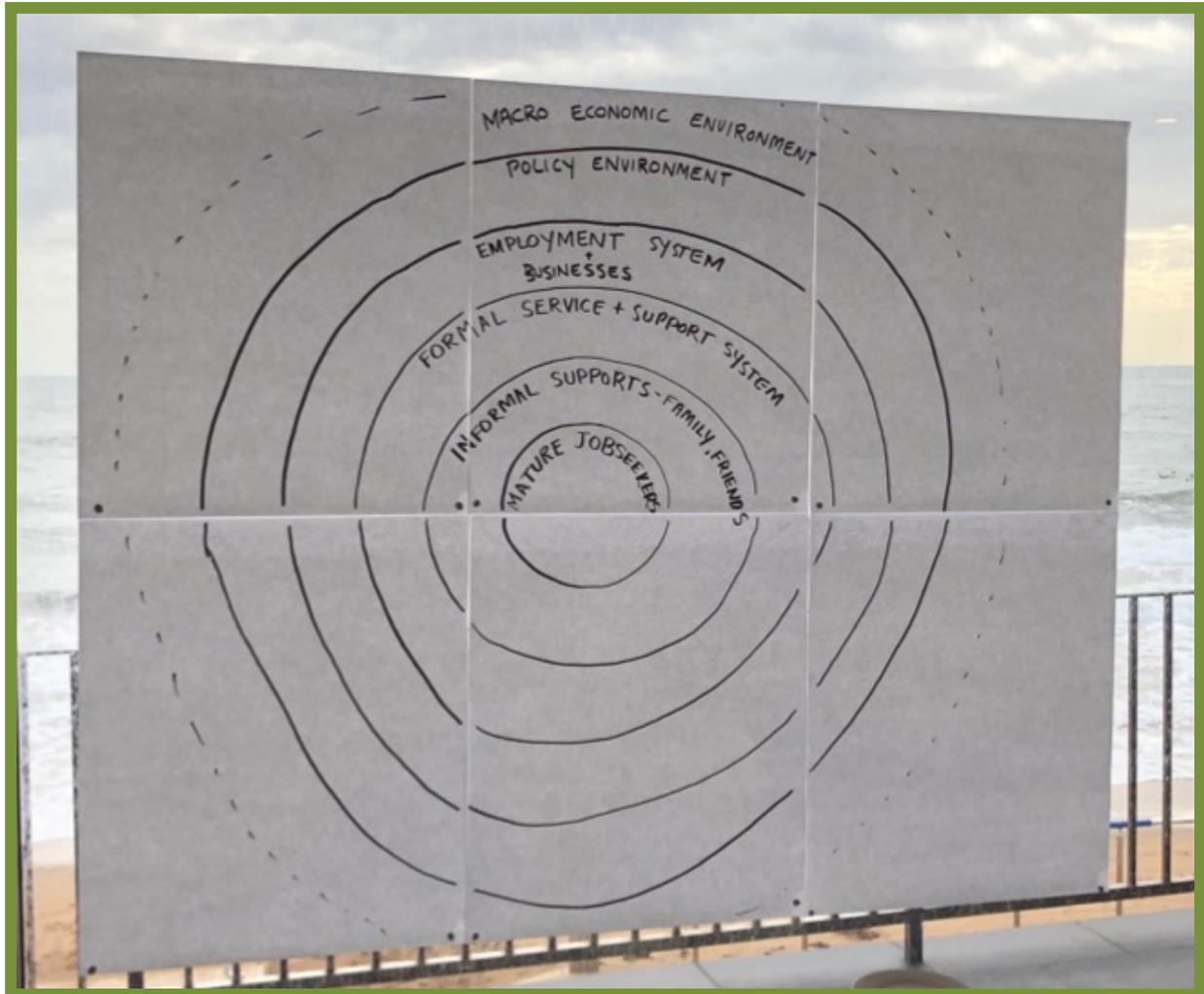
### Slide 9 – Ideas exchange: Session framing

These posters were developed as tools to frame the ideas exchange main workshop and introduce participants to key concepts.





Slide 10 – Ideas exchange: session framing continued



## Slide 11 – Ideas exchange: Opportunity statements

After exploring the challenges for unemployed people aged 50 and over in the area, workshop participants were asked to create 'opportunity statements' to consider ways in which we might overcome the challenges.

### Opportunity statements:

- How do we connect jobseekers with employers in a way that is effective and efficient?
- How do we identify transferable skill sets?
- What additional support do mature workers need to develop for employment?
- Pre-training that is fit for purpose and with a line of sight to employment.
- How might we equip mature workers with confidence and market awareness?
- How might we create a culture that promotes and supports self employment?
- How might we get jobseekers into the “cliquey” groups?
- How do we encourage employers to not rely on “refer a friend, cliquey groups” for employment?
- How do we encourage confidence for age groups to move into new industries and be successful?
- How might we connect available support to build individual (and community) capacity for sustainable outcomes?
- How might we reduce the unintended consequences arising from the “placement and retention” focus of jobactive and job service providers?
- How might we streamline and simplify the administrative burden for jobseekers?
- How might we streamline and simplify the administrative burden for employers?
- How do we encourage / develop an economic model which builds the sectors without raw materials and export?
- How might we promote, encourage, and support unemployed clients aged 50 and over in an effort to return to the workforce?
- How might we identify highly motivated job seekers who want to work?
- How might we change mutual obligations to encourage rather than burden job seekers?
- How might we improve links and connections between people in job market and community organisations?
- How might we better match genuine employers with genuine jobseekers?
- How might we provide post-placement support to the employer?
- How might we address the impact of “failure” to gain or keep employment on job seekers?
- How might we strengthen informal supports for mature job seekers?
- How might we increase the quality and relevance of interactions between employment consultants and job seekers?
- How might we change the attitudes of Burnie employer who have conscious or unconscious biases about mature / “old” job seekers?
- How might we better prepare the “silver unemployed person” for the job they wish to apply for?

## Slide 12 – Ideas exchange: Proposed approaches

## Summary of proposals:

A suite of approaches were developed by teams and pitched to the whole group.

- *The Bridge* aims to connect the divide between employers and jobseekers. To build this bridge we need to develop an understanding of what it will take to span the divide between these two groups. The Bridge will take a suite of elements to connect employers and job seekers, including skills audits, skills recognition, a databank, a conduit group, various activities including training, and community engagement.
- A regular *forum* for job seekers, employers and job support service providers headed by a facilitator. The forum will develop connections to build networks and employment. The focus of the forum could vary depending on seasonal shifts in the labour market. This forum could be sponsored by the Burnie City Council and held on council property. For sustainability this idea requires succession planning for when people get a job and move on.
- The *Job Readiness Accelerator* is a tool for jobactive providers to link jobseekers to appropriate training. This would better prepare jobseekers for employment and make them more competitive. The tool would be applicable to all ages, e.g. no special treatment for older job seekers.
- *Commit* encourages small businesses to commit to employ older workers; The group that proposed this stated: “Mindsets and biases play a large part in mature-aged unemployment. Commit uses support and training to assist employers to hire a nominated number of mature employees. This ultimately impacts employment and creates a culture and model for sustainable change in mature employment”.
- *MENtor: supporting you back to work* proposes to link jobseekers who report to jobactive to a mentor with a similar past experience who in turn supports them to build connections with employers.
- *Community Support Group* focuses on empowering jobseekers through mentoring, counselling, group support and health services.
- *Silver Lining Burnie Businesses* is a community challenge backed by local council, the chamber of industry and local media to get 50 employers to take on at least 50 new employees over 50. This project requires research, engagement of employers, promoting the challenge and celebrating successes to make it sustainable. The 50/50/50 model is similar to the Fab 50 project in NZ.  
<http://www.beaccessible.org.nz/the-movement/the-fab-50/meet-the-fab-50>

Images of approaches in Appendix C

### **Slide 13 – Ideas exchange: Potential approaches**

The ideas exchange revealed a number of ways that older people can be linked with work in the area.

It's suggested that those with lived experience of seeking a job in Burnie may be able to play a key role in the co-design, implementation and ongoing development of a project.

### What can support older unemployed people into work in Burnie?

Growing age-friendly roles and workplaces, ensuring there are quality and appropriate jobs for older people.

Change the model for jobactive providers away from a sole focus on 'matching'. This could include:

- creating more age appropriate services
- creating tools to support jobactive providers better understand jobseekers' needs and existing skills
- working with employers to identify and frame age-friendly roles
- change incentives to better motivate jobactive providers to provide better support.

Bridging / building networks

- jobseekers with other jobseekers
  - have 50+ jobseekers meet and support each other
  - have jobseekers use their time to support the program
  - have recently employed 50+ people support current jobseekers
- employers to jobseekers
- services to jobseekers
  - link jobseekers with services that indirectly assist in gaining employment (health services, counselling, training)
- mentors to jobseekers
  - mentors to support and help build non-cognitive skills, including confidence
  - mentors to link jobseekers with employment opportunities organically
- community to jobseekers.

Building recognition of the value of older people in Burnie more broadly (reducing ageism).

Sustainability

- create a demand for the 50+ market that continues
- create a service that will be able to support itself as individuals leave the network.

#### **Slide 14 – Ideas exchange: Potential approaches continued**

The ideas exchange revealed a number of ways that older people can be linked with work in Burnie and potentially in other communities.

A grant opportunity will be developed as part of TTL tranche 2.

#### What can support older unemployed people into work more generally?

An identified need to create new ways for unemployed older people to connect directly with employers and emerging opportunities – to build bridges between them.

The approach is likely to have a number of elements and to differ according to individual community needs and could include:

- A sustainable forum to build networks and enhance communication between employers, job services, mentors, communities and older job seekers.
- Use mentors to bridge the gap between job seekers, job services and employers.
- Encourage employers to value the contribution that more experienced workers can make.

## Slide 15 – Appendix A

A number of high level insights were gathered from research and other publications prior to the ideas exchange.

Reports and publications used to gather insights include, but were not limited to:

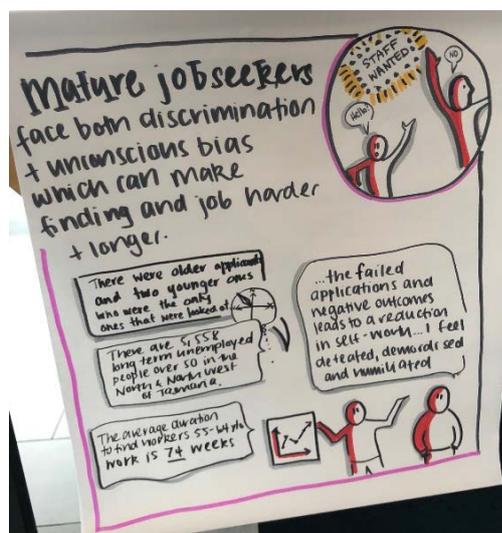
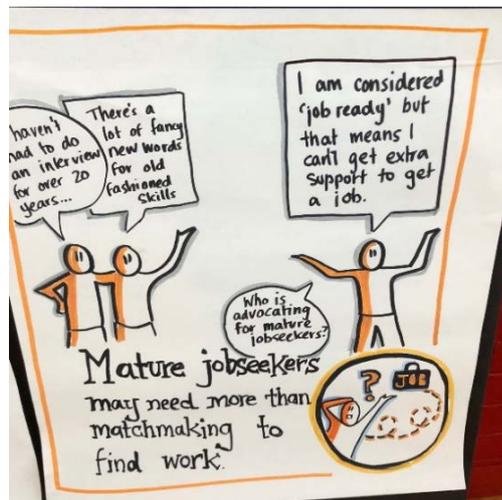
- Centre for Workplace Leadership, 2015, Research Insights: How organisations can benefit from the ageing workforce.
- Kulik, C. T., (2017), Keeping mature-age workers on the job. From [theconversation.com/keeping-mature-age-workers-on-the-job-8](https://theconversation.com/keeping-mature-age-workers-on-the-job-8)
- Australian Institute of Management, (2013), Engaging and retaining older workers. From <https://managersandleaders.com.au/wp-content/uploads/2016/12/AIM-Research-Engaging-Retaining-Older-Workers.pdf>
- Informa Australia, (2013), The benefits of engaging and retaining older staff. From <https://www.informa.com.au/insight/the-benefits-of-engaging-and-retaining-older-staff/>

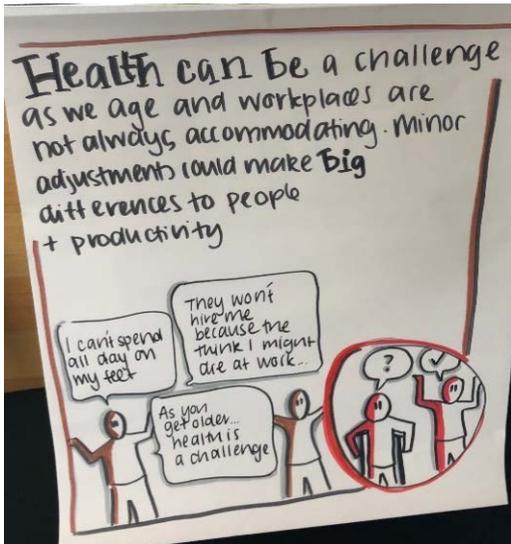
### High level insights

- Older workers have skills and experience that can be easily unleashed. Hiring and retaining older workers is a great investment! Training is required across people's working lives.
- Hiring practices that focus on skills and experience rather than age or physical ability will find the best possible applicants.
- Building positive perceptions of all age groups' abilities will improve workplace cohesion and productivity.
- Work environments that accommodate the needs of all employees improve employees' sense of belonging and productivity.
- Work is more than just a means to an income. It gives people purpose, social interactions and fulfilment.
- The longer people work, the better quality of life they will have into older age.
- There are significant benefits to the entire economy from increased employment of older workers.
- Few organisations have a strategic approach to managing their ageing workforce and an ageing labour market. Organisations have to be proactive about confronting and overcoming certain entrenched attitudes and biases in hiring and retaining older workers

## Slide 16 – Appendix B: Burnie insights

Following the information pour the ideas exchange team developed a range of insights specific to Burnie.





Slide 17 – Appendix B: Burnie insights continued



There's a skill to getting a job after 50 and it may not be the skills we're used to



I've got skills but I don't have qualifications

I can't condense my experience into a two-page resume

I need to keep my tickets current to be considered - that costs \$

I just don't have the computer skill employers want.

Most new jobs require post-school qualifications



Ageing & Unemployment shrinks our networks which can make it harder to find work (esp. as employers use their networks to find employees)



People only hire who they know

I don't want to read 100 resumes from strangers

I tend to hire people I know or that mates recommend

Job seekers without good networks are at a disadvantage

For low-med skills employers hire 26% of employees from networks. For higher skilled jobs its 35%



Employment is good for people as they age, good for businesses and good for Burnie

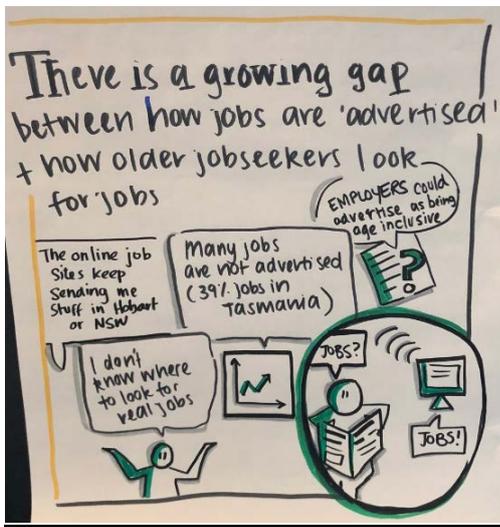
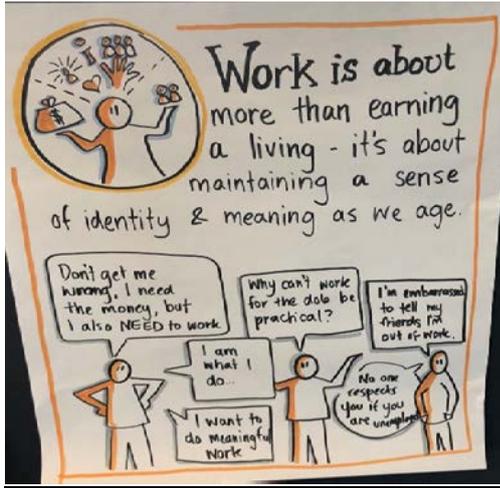


Older people can't be customers if they don't have money to spend!

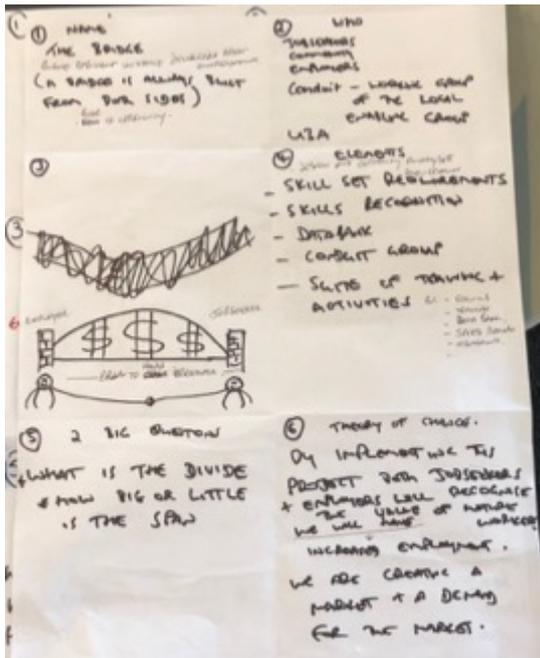
The more time I spend unemployed, the more I feel dejected + depressed

I want to contribute to my community





Slide 18 – Appendix C: Potential approaches



**SILVER LINING BURNIE BUSINESSES**

- Employment system of business
- LGA, BCCI, Citilink, employer groups, create about community
- Employment services
- Media → social media

50/50/50

50<sup>3</sup> ↑ 50 ↓ 50 ✓

Q1. What's in it for the business?

Q2. Who will drive this process?

If we raise awareness about the value of SD + employees and issue a challenge - this will lead to greater employment amongst over 50s and this will lead to benefits for business + long term attitude change

Employment system of business

LGA, BCCI, Citilink, employer groups, create about community

Employment services

Media → social media

1. Research <sup>what benefits that can be gained from this?</sup> <sup>what benefits that can be gained from this?</sup>

2. Engagement <sup>Public involvement during their on board (consult, etc, etc)</sup>

3. The Challenge <sup>Framing and presenting the SD as a challenge over the challenge. It's a challenge.</sup>

4. Celebrating Success <sup>Creates a virtuous cycle of sustainable employment and positive attitudes</sup>

① Commit

- Willingness
- Employer/employee
- Mutual
- Safe
- Connection

②

- Policy
- Business/Employers
- Service/support
- Jobseeker
- Community

③

Support

Our Goal Employment

N.W. or Bernie

Stakeholders

④

Commitment

- Resources
- Knowledge/exp
- Cultural change
- Marketing

⑤

How do we get employees to commit?

What is success?

Who is going to deliver?

How do we get the initiative to be sustainable?

⑥

Methods & biases play a large part in mature and unemployed. Commit uses support and training to assist employees in his nominated 40 of employees. This ultimately impacts unemployment and creates a culture and model for sustainable change in mature aged employment.

Name the solution/response

①

②

③

What does it 'look' like?

④

What are the elements that make it work?

⑤

Two burning questions that need to be answered

⑥

If we do this.... Then this will lead to this.... And eventually..... "Theory of Change"

Slide 19 – Appendix C: Potential approaches continued

**MENTOR.**  
Supporting you back to work.

- Jobseekers
- Formal & Support System
- Employment System + Businesses

①

②

- external party
- Independence
- good knowledge/Network of place
- similar journey

③

How funded?  
How selected?

④

If we do...workplacement mentoring  
Then this will lead to...  
older jobseekers growing & succeeding in employment  
and eventually... show employers the value of onboarding older employees

⑤

⑥

①

TO MAKE PEOPLE EMPLOYABLE

**JOB READINESS ACCELERATOR**

②

JOBSEEKER PROVIDER SERVICE EMPLOYER.

③

④

**JOB STABILITY CHECKLIST**  
SUPPORT / LISTENED TO / VALUED.  
AVAILABILITY OF TRAINING ORGANISATIONS  
CHANGE TO SA MODEL  
DIGITAL CAPABILITY

1. Community support group

2. Job Seeker

- Informal support
- Formal services + support
- Employment system + business
- Policy Environment
- macro economic environment

3. EMPLOYED by Community!

4.

- counselling/professional support
- mentoring/development
- group supporting individuals + individuals supporting the group

(supported by employers, job network, health profession, family/friends, education, key stakeholders)

5. Where does governance sit + how is it managed?

How do we create a policy to support this?

How do we measure the multitude of benefits (self esteem, skills, insight, employability)?

6. If we do this we provide support + development

Will lead to confidence in ability + improved well being overall

And eventually increased participation + connectivity in employment + the community.

Workforce planning.

Regular forum for ~~job seekers~~ job seekers and employers

When: acc. to Burnie seasons - eat lunch with lunch

Who: General employers or specific industries or organisations

1. Unemployed job seekers
2. Job support service providers

Where: acc Burnie Council (ie R.G)

Needs to be advertised, marketed by a successful facilitator

6. Successful connections that build networks to employment.

- Plan for succession (ie future plans)