

APPENDIX B - LESSONS LEARNT IN PREVIOUS RE-SKILLING SUPPORT PROGRAMS

Program / Incident	Program Details	Lessons Learnt	Proposed Victorian Response
Victorian Government Workers in Transition (WiT) program (eg. BlueScope Steel)	<p>The WiT program was initiated in 2011 to respond to incidences of retrenchment across the State. The program aims to assist affected employees make an effective transition to new employment in the Victorian workforce, through careers advice, Recognition of Prior Learning (RPL) and/or a government-subsidised training place (through a waiver to the usual up-skilling eligibility criteria under the VTG).</p> <p>For example, in response to BlueScope Steel's retrenchment of approximately 200 employees in 2011, the Victorian Government, together with Chisholm Institute of TAFE and working closely with BlueScope Steel, mobilised to support affected employees through:</p> <ul style="list-style-type: none"> establishing a temporary on-site Job Centre to provide support services and access to training; providing employment broking services by connecting local prospective employers with affected employees; regularly communicating with other state and federal agencies and local industry and employers to provide an appropriate and coordinated response. 	Close collaboration with industry and employers (both the affected employer(s) and potential future employers) is critical to providing smooth employment transitions.	Workforce Development Centres (WDCs) and the Victorian Industry Participation Model (IPM)
		The provision of quality career advice by professional career counsellors is important to support retrenched employees to make appropriate training and career choices.	Careers Advice Entitlement (CAE)
		Stakeholder coordination is needed to provide holistic solutions for retrenched employees. The VTG is an effective mechanism to bring training providers, current and prospective employers, Commonwealth jobs services and Centrelink services together to support employees.	Employee in Transition Entitlement (ETE)
		Given their contact with and knowledge of local industry, employers and training providers, the Victorian Regional Market Facilitation Manager(s) in the affected region(s) are well placed to monitor and coordinate stakeholders, regularly check progress of program and provide early intervention to prevent poor service provision, as well as providing a single point of contact for retrenched employees.	IPM
Victorian Government Skill Up program	<p>The Skill Up program was initiated in 2003 to support groups of retrenched employees to develop skills that would help them re-enter the workforce as soon as possible through short-term training and support services (case management, pre-enrolment counselling, training plans etc).</p>	Early intervention to engage employees as soon as possible, preferably before the retrenchment occurs, is a key success factor.	CAE and ETE
		Case managed support provides flexibility to ensure training and other support services meet the needs of employees, employers and industry – there is no one-size-fits-all solution	CAE

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		A cohort based approach enables the response to be tailored to affected employees' shared circumstances and needs (eg. low educational attainment, low-skilled, may not have been in a learning environment for many years, may need financial assistance to undertake training).	CAE and ETE
		Engaging employees as a group reduces isolation caused by redundancy and enables colleagues to encourage each other to realistically assess capability and transferability of existing skills.	CAE
Mitsubishi, South Australia In 2004, Mitsubishi announced the closure of its engine foundry at Lonsdale with approximately 700 involuntary redundancies, and 400 voluntary redundancies from its Tonsley Park assembly site.	As part of the Commonwealth Government funding for the Mitsubishi Labour Adjustment Package, all Mitsubishi employees facing redundancy were fast tracked on to the Intensive Support Customised Assistance (ISCA) scheme, an existing program used to assist long-term unemployed people.	With respect to skills, an evaluation study of the impact of retrenchment at Mitsubishi focussing on affected employees, their families and communities:	
		Found that support provided by JobNetwork providers was often inappropriate for the affected employees as the providers were accustomed to dealing with long-term unskilled unemployed, whereas many of the Mitsubishi employees were skilled.	Liberalised JSAs and CAE
		Recommended that funding could have been redirected to assist displaced employees gain additional vocational training via liaison with RTOs, universities and other education providers to develop appropriate skills and training packages, including strategies for marketing the courses to affected employees.	ETEs and IPM
		Recommended establishing an education and skills forum specifically focused on the needs of displaced employees.	IPM