



EMPOWERMENT THROUGH EMPLOYMENT

The intersection between disadvantage, enterprise skills and entrepreneurship.

An International Specialised Skills Institute Fellowship.

GEORGIA KING

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1. Acknowledgements

The Fellow would like to thank the following individuals and organisations who generously gave their time and their expertise to assist, advise and guide her throughout her Jobs Victoria Fellowship.

Awarding Body – International Specialised Skills Institute (ISS Institute)

The ISS Institute plays a pivotal role in creating value and opportunity, encouraging new thinking and early adoption of ideas and practice by investing in individuals.

The overarching aim of the ISS Institute is to support the development of a “Smarter Australia”. The Institute does this via the provision of Fellowships that provide the opportunity for Australians to undertake international skills development and applied research that will have a positive impact on Australian industry and the broader community.

The International Specialised Skills Institute was founded 28 years ago, by Sir James Gobbo AC, CVO, QC, and former Governor of Victoria, who had a vision of building a community of industry specialists who would lead the up-skilling of the Australian workforce. The Fellowship Program builds shared learning, leadership and innovation across the broad range of industry sectors worked with. Fellows are supported to disseminate learning's and ideas, facilitate change and advocate for best practice through the sharing of their Fellowship learning's with peers, colleagues, government, industry and community.

Since its establishment 28 years ago, ISS Institute has supported over 450 Fellows to undertake research across a wide range of sectors which in turn has

led to positive change, the adoption of best practice approaches and new ways of working in Australia.

The Fellowship Programs are led by investment partners and designed in a manner which ensures that the needs and goals desired by the partners are achieved. ISS Institute works closely to develop a Fellowship Program that meets key industry priorities, thus ensuring that the investment made will have lasting impact.

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The Fellow would like to thank Jobs Victoria for providing funding for this Fellowship through the Jobs Victoria Innovation Fund.



Personal Acknowledgements

I would like to thank the following organisations and individuals, for without them, this Fellowship would not have been possible.

A comprehensive list of organisations visited throughout the Fellowship has been generated in Appendix 1. However, a special thanks needs to be given to the following people from PEP, Brian Troy, Tony Mayer and Joshua Munoz. You helped me understand what it means to receive a second chance. Your Texas hospitality will never be forgotten. I quickly felt a part of the PEP family and still do to this day.

Bert Smith and Bryan Kelley for allowing me the privilege to participate in PEP and to feel so included throughout the journey.

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Sherry Hudson from Comin Up' who graciously chauffeured us around Fort Worth introducing us to her staff and the young people of her community.

Thanks to Sophia Morel and her team at CASES. We loved spending the day with your service, sharing the trials and tribulations of what it means to work in the employment space. And a thanks to your students who happily hosted us in their classroom. We are glad they liked Tim Tams as much as we do. We also agree, there's 'no chill' dropping nuclear bombs.

A special thank you to my Australian support network. Josh Lacey for accompanying on this Fellowship journey right from its inception. From reading my application, planning the travel, prison visits, report writing and dissemination, I cannot thank you enough for your patience and encouragement. You are so committed to this project and your insights have been invaluable. To my beautiful family, Bobby, Roz and Meghan, thank you for always supporting my endeavours, even when they take me to prisons in Texas.

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2. Executive Summary

The internet, globalisation, robotics and automation have changed the labour market and what it means to be gainfully employed, making it increasingly more difficult for young people to participate. New trade, occupational and professional roles are emerging while pre-existing roles are forced to evolve or risk becoming redundant. Young people stand to be disproportionately affected by automation with fewer entry level jobs coupled with an increased demand for specialised skills.

In considering the changing world of work and the fact that nearly one in three young Australian's are unemployed, this Fellowship was geared toward the exploration of employment initiatives that enhance opportunity through innovation. All community members need to be better prepared for the impact digitisation and automation will have on their ability to seek and sustain employment. The primary goal of this Fellowship was to learn from programs that focus on enterprise skill development and entrepreneurial mindset. Programs designed to service those with offending backgrounds were of interest, with the intersection between disadvantage, enterprise skills and entrepreneurship being closely observed.

The Fellowship intended to address the following questions:

- » Will the technological revolution further drive those experiencing disadvantage away from meaningful participation both in education and employment?
- » How can we ensure that those experiencing disadvantage are afforded an opportunity to be competitive in the labour market?
- » Once provided with an opportunity to participate in the labour market, how can we ensure these people remain agile and competitive as the world of work continues to change?

The Fellowship was awarded in March 2018 with research and travel being undertaken throughout the same year. The process involved identifying organisations, programs and individuals based in the United States of America (USA) that provided a solution to unemployment for individuals removed from the labour market or found it difficult to access the workforce for varying reasons.

Report writing, synthesis of findings and dissemination occurred from October 2018 and continued six months post the travel period. Dissemination activities began soon after arriving back in Australia, continuing into 2019 and will do so beyond.

The Fellowship had a significant impact on the recipient both personally and professionally. The experience fostered a renewed enthusiasm for the youth and employment space and provided her an opportunity to be a part of the solution to unemployment. Professionally, the experience allowed the Fellow to develop international networks that will prove valuable as she continues to focus her career toward cultivating opportunities for young people. It is the Fellow's hope that this research will positively impact the employment sector, highlighting the need to broaden the scope of current servicing models.

The learnings generated from the Fellowship are detailed in the body of the report with highlights listed below:

- » Review policy and consider removing stigmatising language
- » Investments need to be made in soft skill development across a person's life span to protect against automation and digitisation

- » Technology provides an opportunity to scale service delivery and should not solely be considered as a threat
- » Peer to peer support models need to be embedded throughout service delivery, providing those with lived experience an opportunity to mentor others
- » Investments in self-efficacy has the capacity to reduce recidivism
- » Industry needs to be engaged to help strengthen place-based solutions to unemployment
- » Maximising 'human capital' functions as a protective mechanism in the changing world of work
- » Entrepreneurship and the investment in building enterprise skills plays a crucial role in assisting people experiencing disadvantage build confidence, connect with the labour market and achieve self-sufficiency
- » Service access points need to be simple and place-based to ensure sustainability of engagement

Based on the research, observations and learnings generated throughout the Fellowship several considerations and recommendations have been suggested in this report including changes to policy, community practice and service delivery as well as amendments to the current educational curriculum. Changes have also been suggested to better integrate the interplay between industry, government, community and the individual. Place-based solutions that meet the needs of people at a local level appear to have the most impact. Non-linear progression through employment is expected for people experiencing disadvantage. By wrapping a community around a vulnerable person, we are ensuring that deviations from the expected path are accounted for and quickly re-directed.



3. Fellowship Background

Context

The global rate of youth unemployment was estimated at 13 per cent in 2017 (International Labour Office, 2017). This means 67 million people aged between 15 and 25 were actively searching for work but unable to find a job. Only 42 per cent of young people are meaningfully engaged in the labour market (The Foundation for Young Australians, 2015). This equates to more than half of the world's young people experiencing unemployment and seeking work. While some level of unemployment is expected for young people as they transition from education, long periods of unemployment can mean that young people find themselves at a distinct disadvantage when attempting to enter the labour market.

When a young person fails to procure a job, they experience an erosion of the skills that they have developed in school which further distances them from future employment opportunities. Large periods between employment and/or education can be negatively viewed by potential employers, many of whom base their judgement or appraisal of an applicant on education, observable traits and previous employment experience. This has also been seen to negatively affect future remuneration, as young people who have spent long periods unemployed are unable to 'catch up' to their peers in terms of expected salaries and experience, this concept is referred to as wage scarring (United Nations, 2016). There is increasing concern that a lack of purposeful, full-time work for young people may compromise their mental well-being, leading to stress, anxiety and depressive disorders. These impacts on mental health and resilience pose a threat to workforce participation and productivity across a person's lifetime (Lateral Economics, 2018).

In Australia, youth unemployment is currently reported at 11.2 per cent (Brotherhood of St Laurence, 2019). This figure has remained stagnant since the global financial crisis (GFC). Comparatively, Australia fares well on the global scale, with developed countries like South Africa and Greece reporting youth unemployment rates at 57.4 per cent and 42.8 per cent, respectively. Germany and Iceland proudly report youth unemployment at below 7 per cent (United Nations, 2016). Yet, no matter where you are in the world, the fact remains, if you are a young person you are considerably more vulnerable compared to an adult, when it comes to labour market participation. This is made even more complex by factors that are currently disrupting the way in which people have historically engaged in employment.

The internet, globalisation, robotics and automation have had a widespread and disruptive impact on the labour market and engagement with employment. New trades, occupational and professional roles are emerging, and pre-existing roles are evolving, being re-defined and/or becoming redundant. The idea of entering the workforce and remaining within a single industry or with one employer is no longer the reality. The Foundation for Young Australians (FYA) (2015) report that over the past 25 years, Australia has lost around 100,000 machinery operated jobs, nearly 400,000 labourers and nearly 250,000 jobs from the technical and trade industry. Secretarial and administrative roles have also been drastically affected by technological advancement, with over 500,000 positions becoming redundant.

New trades, occupations and professions are emerging. This means education, training and upskilling techniques must be reflective of 21st Century employment expectations, so that individuals can successfully participate in the changing world

of work. The FYA (2015) presents research that suggests that 60 per cent of students are being trained in jobs that will be radically affected by automation in the not too distant future. Alarming, 70 per cent of young people are entering the workforce in jobs that may be rendered redundant in the next 10-15 years. The FYA (2019) reports that 50 per cent of jobs will require strong digital skills which young people are not currently being taught during further education (post-secondary school).

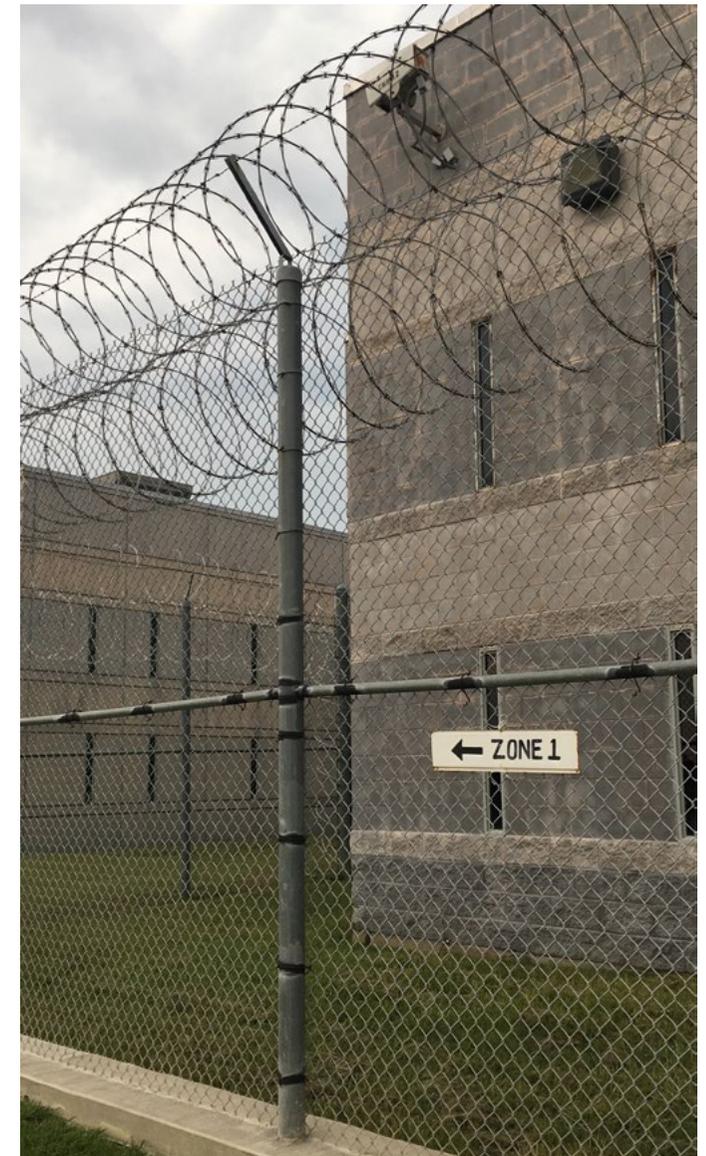
Technological advancements and their associated disruptions mean that education providers must closely observe trends and alter their educational offerings and practices. This then raises the question, what is the impact of automation on the economic participation of young people who have limited access to education, or those who have left school early? Furthermore, how do we safeguard those people and ensure they remain agile and competitive in the labour market?

In considering the changing world of work and the fact that nearly one in three young Australian's are unemployed, this Fellowship is focussed on the exploration of employment initiatives that enhance opportunity through innovation. In the Employment Services 2020 Report (2018), the Department of Jobs and Small Business stated that, '64.9 per cent of jobseekers have been in the system for more than 12 months, with one in five of those for more than five years.' Traditional approaches to employment support, acquisition and sustainability need to be reconsidered.

Young people, and anyone seeking employment for that matter, need to be better prepared for the impact digitisation and automation will have on their ability to seek and sustain employment. This Fellowship sought to learn from programs with a focus on entrepreneurial mindset and enterprise skill development. In addition to that, this Fellowship investigated programmatic delivery specific to those with offending backgrounds. The interplay between disadvantage, enterprise skill acquisition and entrepreneurship was closely observed.

Methodology

This Fellowship identified models, programs and interventions designed to significantly impact employment opportunities for people previously excluded from the labour market. These programs are all delivered in the USA. Programs targeting justice affiliated individuals, young people, entrepreneurship and the changing world of work were the priority. The intention of the Fellowship was to gather information and



Sanders Estes Unit, Venus, Texas (near Dallas)

ideas around increasing employment accessibility and sustainability for the long term unemployed, as well as exploring innovative strategies to engage employers.

The Fellowship investigation began in March 2018, with research and travel being undertaken across the same year. This process involved identifying organisations, programs and individuals based in the USA that were dedicated to providing a solution to unemployment for individuals removed from, or who found it difficult to access the workforce for varying reasons.

The Fellow visited the USA in September 2018 with the trip concluding in early October 2018. The Fellow conducted face-to-face interviews and undertook immersive research through programmatic observation and participation.

The organisations that were visited (chronologically):

- » Comin' Up, Boys and Girls Club, Fort Worth, Texas
- » The Prison Entrepreneurship Program (PEP), Dallas, Houston and Austin
- » Capital Factory, Austin, Texas
- » 3 Day Start Up, Capital Factory, Austin, Texas
- » Center for Alternative Sentencing and Employment Services (CASES), Harlem, New York
- » Lendlease, New York
- » Global Youth Economic Opportunities (GYEO) Summit, Washington DC
- » Defy Ventures, Los Angeles



Sanders Estes Unit, Venus, Texas (near Dallas)



Cleveland Unit, Texas (near Houston)

Following the travel component of the Fellowship, the Fellow also conducted additional research which included networking with employment specialists in Victoria, connecting with other Fellows and resource gathering. This was done to help clarify the learnings gathered overseas and to enhance understanding of their relevance to the Australian landscape.

Dissemination activities began soon after arriving home from the USA. Preliminary findings were discussed internally at Whitelion Youth Agency as well as more formally at the Jobs Victoria Conference in 2018. Formal dissemination of the report and its findings will continue in 2019 and beyond.

It is the Fellow's intent to utilise the information gathered internationally to inform best practice and program delivery in Australia. Her position at the Department of Jobs, Precincts and Regions (DJPR) oversees a number of programs assisting marginalised communities to access employment. Findings and recommendations will be shared with leading community organisations as well internally at DJPR, in order to influence policy development and future program design.



PEP Headquarters, Houston, Texas



Georgia speaking with PEP Participants at the Business Pitch Competition

Period

The Fellowship was awarded in March 2018. Planning occurred from March until the travel period in September 2018. Five weeks were spent travelling in the USA. Report writing, synthesis of findings and dissemination occurred from October 2018 and continued into 2019.

Fellow's Biography

The Fellow: Georgia King.

Georgia King, the recipient of the Fellowship, is now a Program Manager at the DJPR in the Youth and Community Pathways Team. Whilst undertaking the Fellowship, the Fellow was employed as the Team Leader of Employment Programs at Whitelion Youth Agency.

The Fellow is a passionate advocate for young people, having worked for, and alongside adolescents for seven years. The beginning of her career was spent leading an expert group of youth workers at Young Women's Secure Welfare (YWSW). YWSW is a temporary, crisis housing facility for adolescent women associated with Child Protection. The facility is available to young women who are at risk to themselves and/or the community. These young people have histories of extensive trauma and present with extreme behavioural issues. Whilst employed there, the Fellow noticed a pattern whereby the same young people continued to access the service. Upon re-entry back in to the community, the young people would be presented with the same lack of options/opportunity which would ultimately result in them returning to the same problematic behaviour that lead to them occupying YWSW. This prompted the Fellow to move into the voluntary space with Whitelion Youth Agency, working with young people who were ready and willing for change. The Fellow was employed as the Team Leader of Employment Programs at Whitelion Youth Agency in late 2016.

Whitelion was founded in 1999 to address the same gap the Fellow had observed whilst employed at YWSW – to provide a connection to employment and positive role models for young people. The lack of both employment opportunities and positive role models for young people are affiliated with the justice and protective systems. The Fellow worked exclusively in the employment space in partnership with Jobs Victoria to deliver a Jobs Victoria Employment Network (JVEN) contract. This contract allowed the Fellow to develop expertise in providing accessible employment opportunities for young people. The Fellow has established networks internationally as well as locally with state government, council, industry and the not-for-profit (NFP) sector.

As a result of the Fellowship and her experience in the youth employment and access space, the Fellow was successful in gaining employment with Jobs Victoria in 2019. The Fellow transitioned into the role of Program Manager at the DJPR within the Youth and Community Programs team. Her priority areas are to develop a more inclusive outcome model, provide opportunities for young people with a justice experience and build soft skill programs that are accessible for all young people which prepares them for the changing world of work. The Fellow has a Bachelor of Applied Science (Psychology) and a Graduate Diploma of Psychology, both from Deakin University. She has given consideration to further study in Public Administration. It is her long-term goal to consult internationally on employment initiatives for young people.



Georgia receiving her Fellowship award

Abbreviations

AR:	Augmented Reality
CASES:	Center for Alternative Sentencing and Employment Services
DJPR:	Department of Jobs, Precincts and Regions
EIT:	Entrepreneur in Training
FYA:	Foundation for Young Australians
GED:	General Education Diploma
GFC:	Global Financial Crisis
GYEO:	Global Youth Economic Opportunities (Summit)
JVEN:	Jobs Victoria Employment Network
NFP:	Not for Profit
PEP:	Prison Entrepreneurship Program
PPE:	Personal Protective Equipment
USA:	United States of America
VR:	Virtual Reality
Y4Y:	Youth for Youth
YES:	Youth Essentials Skills
YWSW:	Young Women's Secure Welfare



CASES 



3 DAY STARTUP



4. Fellowship Learnings

Introduction

When considering program design and best practice it is important to understand the nuanced complexities of unemployment and to incorporate the experience had by those who are long-term unemployed. Technology is changing the way we work, so it is imperative that consideration is given to integrate cohorts who experience disadvantage into the employment landscape, otherwise we risk further ostracising them from opportunities.

This Fellowship was designed to better understand the employment journey of young people and people with offending backgrounds. The Fellow investigated the intersection between disadvantage, community place-based initiatives, enterprise skills and entrepreneurship.

The Fellow visited six American cities - Los Angeles, San Diego, Texas, New Orleans, New York and Washington DC. A summary of the organisations and people visited can be found in Appendix 1. The findings from the Fellowship have the potential to impact program design, service delivery and best practice in Australia with many of the learnings directly applicable to the Australian employment eco-system. By immersing herself in service delivery, liaising with participants and professionals and observing the practice standards of the USA, the Fellow has drawn out several key themes and recommendations that will be discussed below.



PEP Graduate Alfredo Delgado shared his journey of change with Josh and Georgia over breakfast in Houston

Learnings

Stigmatising Language: Opportunity Youth and People with Offending Backgrounds

A key theme that presented itself throughout the Fellowship was the importance of replacing stigmatising language when referencing people the community sector serves. Attendees at the GYEO Summit participated in an animated discussion around the language used to describe 'disadvantaged', 'disconnected' or 'high risk' young people. A question was posed about whether or not the sector is limiting the abilities of these young people by using negatively geared language. At the Summit, young people with lived experience spoke to this issue and expressed that they felt their potential was stunted by the labels placed on them by the system. With this in mind, there was a call to action requesting that the sector utilise language more positively geared such as "opportunity youth" as opposed to disconnected or disadvantaged young people.

At both PEP and Defy Ventures, entrepreneurship programs delivered in prisons, participants were referred to as men/women, Entrepreneurs in Training (EITs), participants, graduates or alumni. At no point were participants referred to as offenders or prisoners. The program leaders were clear with their messaging; 'if we are committed to rehabilitation and the provision of second chances, people cannot be defined by, or minimised to their offences. When we do this, we are limiting their human potential, discounting their abilities and rendering the rehabilitative process useless'.

Participants are also encouraged to use positive language when referring to themselves and other program members.

PEP and Defy Ventures provide the space for participants to learn about themselves through a series of character development activities. This element of the program usually runs for approximately 12 weeks and provides the space for participants to carefully analyse their trauma in a supportive environment. As

a result, participants better understand their own individual personalities, their relationship with their family as well as the interplay between their trauma and their life choices. Participants gain understanding of their individual strengths as well as highlighting the areas where they may need to 'do the work'.

This process prepares participants to move into entrepreneurial training. The majority of the participants the Fellow spoke with highlighted the character development element of their training as the most significant. Without it, many said that they wouldn't be able to continue into the more formal aspect of the entrepreneurial training. PEPs curriculum and leadership training helps participants develop re-entry plans and build hope, optimism and resilience. This is evidenced through the impact PEP is having on the Texas economy. **PEP graduates have a recidivism rate of 7.5 per cent compared with the national average of 50 per cent.** Entrepreneurship plays a crucial role in helping formerly incarcerated individuals build confidence, connect with the labour market and build self-sufficiency. One in four PEP graduates have started a business upon release from prison. Graduates were surveyed in 2017 - 94 per cent confirmed they were gainfully employed or self-employed upon release compared to 43 per cent of formerly incarcerated men in Texas. The program has generated 189 new businesses which are currently active in Texas, 471 jobs have been created and an additional 389 roles have been supported. The economic impact equates to \$122.5 million and saves taxpayers \$4.3 million annually.

When assessing the impact PEP has had on the Texas economy, it is important to consider the wider American climate and the barriers people with offending backgrounds have when re-entering the community. While labels and language might seem like a small piece of the puzzle, it is part of a broader, systemic issue. People who have historically committed offences are ostracised by the system upon release; they are not permitted to vote, when applying for jobs they must highlight their offending history and when applying for housing they must also declare their historical offending behaviour. If we believe in rehabilitation and the concept of second chances, we need to consider changing the labels applied to

people who have completed the process and ‘paid the price’, to avoid limiting their future potential.



2018 PEP Graduating Class, ‘Legacy’

The Importance of Soft Skill Investment and Development

There is a large body of evidence that recognises the importance of ‘soft skills’ when predicting life outcomes including, but not limited to, employment outcomes as well as social and physical outcomes (Gates, et al., 2016). This topic was of significant importance at the GYEO Summit and was reflected in the practice methodology at PEP, Defy Ventures and Comin Up’.

Soft skills is a broad term of reference used to describe a set of skills, behaviours or personal attributes that allow for the successful navigation of an individual’s environment, relationships (personal and professional), performance and goal achievement. Within the employment space, soft skills are considered difficult to measure in an assessment. These skills include the ability to engage in team work, overall positive attitude, effective communication, self-confidence/efficacy, problem solving skills and time management.

Historically, more weight has been given to cognitive and technical skills, particularly in the employment space. However, a large body of research is building with soft skills emerging as a key determinant when predicting successful employment outcomes. Conversations held at the GYEO Summit suggested that soft skill acquisition functions as a better predictor of positive outcomes when compared with cognitive skills. This is especially the case for young people who have found themselves at a distance from education or employment opportunities. Young people with limited education and employment experience can and have achieved success in the employment space when an investment in soft skill acquisition is made.

Evolving from these discussions came questions around whether automation presents as a threat to employment accessibility for young people. Presenters at the GYEO Summit were confident in stating that soft skill development functions as a protective mechanism against automation ensuring access to employment for young people. Skills such as team work, empathy, analytical and creative thinking cannot be automated which means that young people can effectively engage in employment in the ‘New World of Work’, provided there has been sufficient investment made in developing these skills.

The same type of outcomes are emerging for agencies delivering programs on the ground. Soft skill development and acquisition can often predict the success of individuals with regard to employment, social and behavioural outcomes. For Defy Ventures and PEP, soft skills including team work, accountability, self-respect, respect for others and honesty are placed at the centre of program delivery and are embedded in company values. Many of the participants report that they left school early and/or have limited employment histories. It was clear to the Fellow that these skills were not previously invested in, nor had there been an opportunity to develop them prior to engaging in the program.

Many of participants report a significant change in their self-worth and an increased level of hope upon release. It is evident in PEP’s low recidivism rate that investment in developing these skills functions as a protective factor as well as a predictor of employment outcomes.

With reference to young people in particular, both CASES and Comin Up' invest in their participants capacity to develop soft skills. For both of these programs, the focus is achievement of academic or employment outcomes. However, sustainability of those outcomes is often attributed to the 'grit' of the young person. Their individual drive to achieve their goals, their capacity to ask for help and their ability to manage and prioritise their time.



Defy Ventures participant and Georgia meeting the morning of the business pitch and graduation day

Technology As Opportunity not Threat

Advancements in automation, robotics, eCommerce and digital technology is radically changing the global landscape of employment and accessibility. Roles that have historically been considered entry level have become redundant through automation, for example pick-packing, cashier and some administrative



Georgia and Josh meeting PEP graduates at the transition home in Austin, Texas

work. There is potential for unskilled people to find themselves further distanced from the labour market due to the impact of digitisation and automation. Yet, presenters at the GYEO would continually point to the opportunity and positive impact automation will have on the employment space.

Advancements such as virtual reality (VR) and augmented reality (AR) have the ability to provide a learning experience for those considered hard to reach. It also means that training can be standardised and delivered at scale, which in turn levels the playing field for unskilled individuals.

TransFRVR demonstrated their virtual reality program which incorporates training delivered through VR. The program presented the individual with competing tasks that needed to be addressed. For example, in the retail experience, individuals had to manage competing priorities including tending to customers, answering phone calls and folding/hanging clothes. In the barista simulation, individuals had

to successfully tend to all of the aspects of the coffee machine while adhering to the occupational health and safety standards.

Further demonstrating the positive impact technology can have in the employment space, Rob Urquaht from Harambee Youth Employment Accelerator presented South Africa's response to youth unemployment. Harambee is a social enterprise born out of the partnerships built between private business, community sector and government, designed to address the barriers young people face when seeking employment (<https://www.youtube.com/watch?v=J4JHqzqGD8E>). The program aims to address the barriers that young people face when accessing employment, such as not knowing how to effectively signal their skills on their resume or not knowing how to conduct a job search. In the first two weeks following sign up, young people receive face-to-face employment support by mentors in the Harambee office. Following that, the young person's details are uploaded into a database. Using an algorithm developed in partnership with Google, the database matches young people with employers based on their skills and interests. Employers are paired with young people based on location, abilities, interests and skills. After being matched, young people receive a text message alerting them to the opportunity. If the young person accepts the offer, a pre-recorded phone service will contact them prompting them with details of the interview as well as helpful hints to increase their probability of success. If the algorithm picks up on concerning language or incorrect answers, an alert is sent back to the Harambee office and the young person will receive a call from a mentor who will coach them in preparation for the interview.

Harambee has successfully signed over one million young people into their program and of these, 55,000 have successfully gained employment. This program genuinely speaks to the success of creating synergy between business, government, community, young people and most importantly technology. A program such as this, frees up the work capacity of employment consultant/mentors allowing them to engage with the most vulnerable young people and provide targeted employment support that addresses their specific barriers.

FHI360 presented the Moroccan Virtual Career Centre, an online employment portal where young people can explore different career pathways that complement their physical career centres in dedicated locations throughout Morocco. Whilst this doesn't seem particularly innovative, the wealth of information that was accessible to young people was impressive. The program functions as a 'one stop shop' for young people's employment needs. The site has been visited by over one million people. Young people can watch videos of other young people working in different roles and gain a better understanding of the type of training or qualifications they need for a specific job. The portal is an open forum and has assisted over 100,000 young people. Over 32,000 are registered as members. The portal has supported these people to receive employment readiness training. The Centre has developed over 170 partnerships with the private sector which has translated to employment placements for many young people. FHI360 reports that 92 per cent of their employers are satisfied with employees recruited through the Centre.

Technology has the potential to foster a greater understanding of the employment experience, standardisation of the learning experience as well as increasing accessibility to opportunity for hard to reach young people. By utilising technology there is scope to level the playing field for young people. By virtually experiencing employment, young people can make more informed decisions around their careers which in turn increases the sustainability of employment placements.





Georgia at Capital Factory (Austin, Texas) using the office simulation virtual reality

Peer to Peer Support and Learning

A recurring theme that presented itself throughout the Fellowship was the importance of peer to peer support and learning. At the GYEO Summit, Creative Associates and IREX presented their Youth Essential Skills (YES) training which included a self-efficacy measure as well as a digital micro-credentialing system. Throughout the training young people are encouraged to provide 'assessment' of their peers in a socially constructive and supportive manner with a script available to ensure its effectiveness. Young people said that the feedback they received from their peers was more significant than the feedback from facilitators. Young people also reported that the scripts allowed for them to learn new and effective communication strategies which would be translatable in the workplace. The process increased each individual's self-awareness and young people were encouraged to consider themselves stewards of learning.

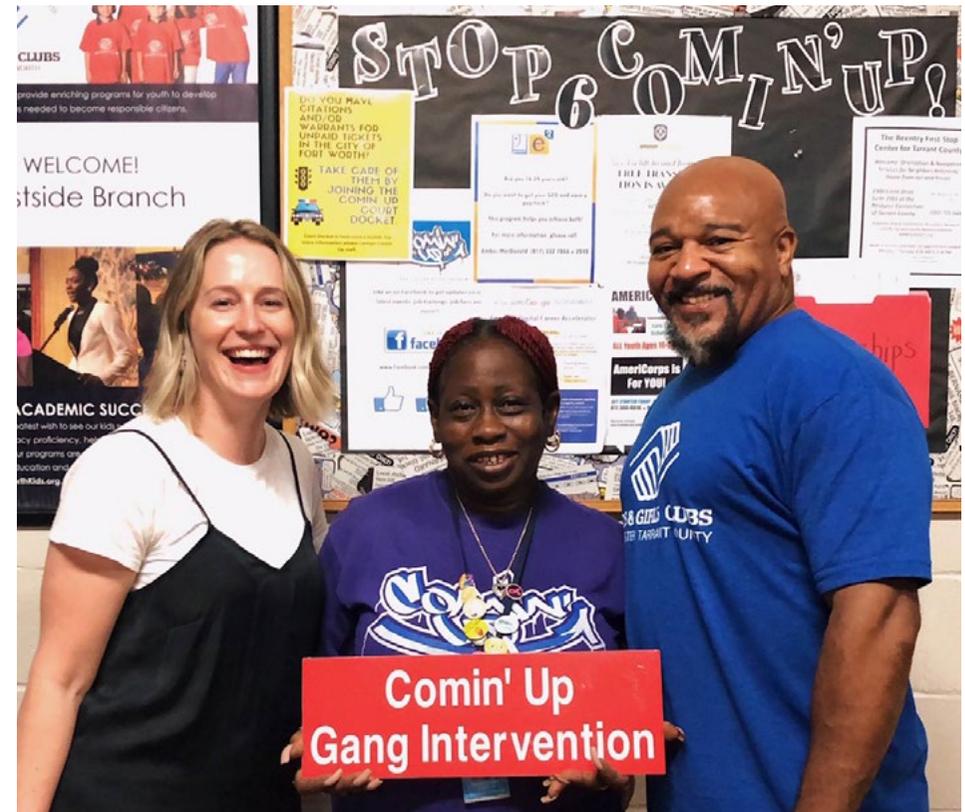
Similarly, at both PEP and Defy Ventures, peer to peer communication and feedback is identified as one of their ten driving values. When discussing the wise stewardship element of PEP with participants, they mirrored similar views to the young people undertaking the YES training - that assessments provided by their peers were invaluable to their learning experience. Participants said that reflections shared by their peers helped to create a sense of accountability and safety, which in turn strengthened the sense of community fostered by PEP and Defy Ventures. This same feedback loop remained an integral part of practice outside of prison. At the PEP transition house in Austin, residents continually provide one another with constructive feedback as a means of continuing accountability.

At PEP, 80 per cent of their staffing group are graduates of the program. Their current CEO Bryan Kelley was a member of the graduating class of 2007. During participation in the Business Pitch Competition and the Graduation Ceremony it was evident to the Fellow how impactful having a CEO with lived experience was for the men participating. Participants shared stories of when they felt they couldn't continue or when barriers got in the way of them participating positively, the driving factor that continued their involvement was the fact that the people

leading them had been in their position and managed to complete the program. Whilst the leaders were respected for their authority it was clear that they also were the peers of the men currently participating.



Georgia with Brian Troy (left) and Joshua Munoz (right) at the PEP headquarter in Houston, Texas



Georgia with Gerard and Tip at Comin' Up in Fort Worth, Texas

Self-Efficacy as a means or vehicle to reduce recidivism

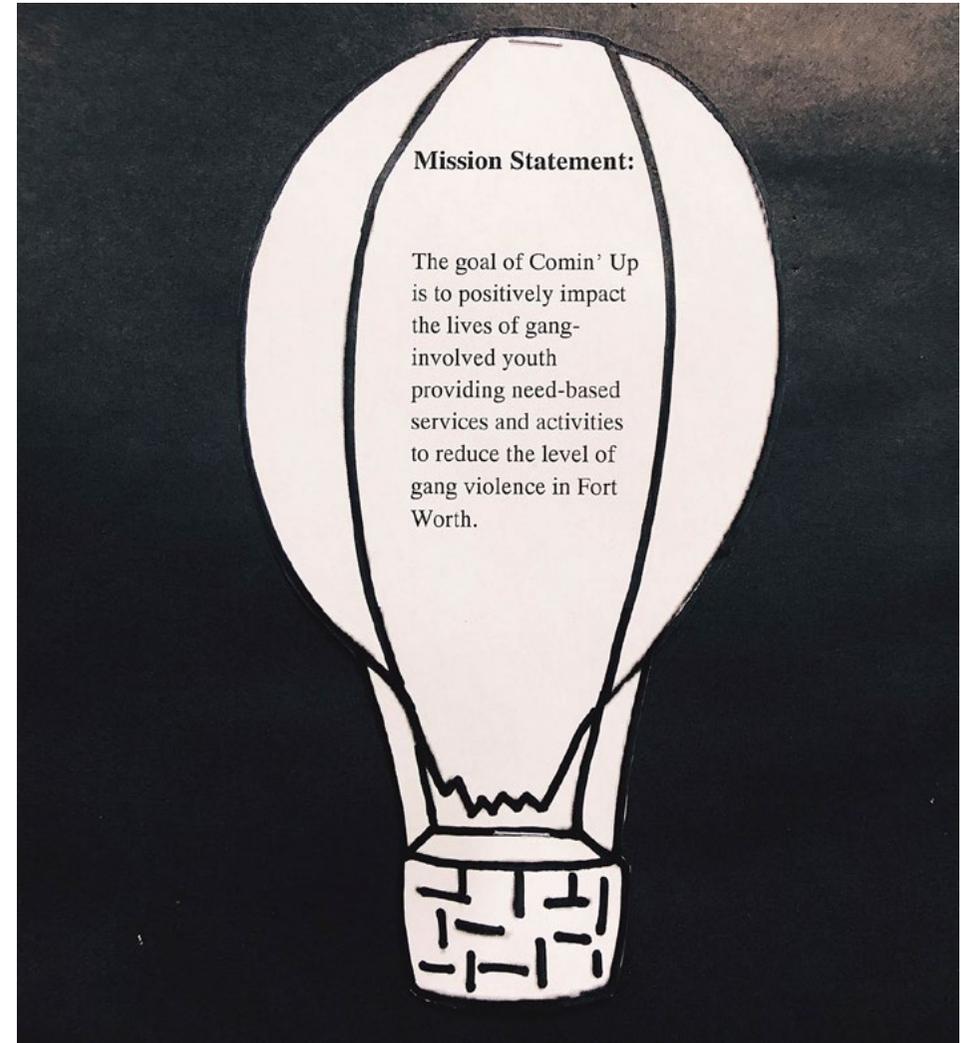
Self-efficacy pertains to an individual's perceived ability to control and exert autonomy over their behaviour, feelings, thoughts and motivation. This positive self-concept allows for an individual to have a realistic judgement of their abilities and reflects an accurate understanding of their strengths and potential (Gates, et al., 2016). It is considered to be a well-regarded intrapersonal skill that positively impacts employment success. Evidence suggests that low self-efficacy is a predictor for youth violence.

Self-efficacy was referenced as a protective factor against recidivism, violence and crime on several occasions throughout the Fellowship. At the GYEO Summit, USAID presented their program (Community, Family and Youth Resilience (CFYR) Program) that was rolled out in the Caribbean which focused on building resilience and reducing risk factors to violence. They managed risk factors through family intervention and measured self-efficacy at the beginning of the program and at completion. The program worked on life skills and supported young people in completing their homework. Participants reported a 75 per cent increase in self-efficacy following program completion. By improving life skills and educational outcomes, individual self-efficacy was positively affected. The facilitators were confident that this improvement would translate into future educational outcomes, employment opportunities and pro-social behaviour.

PEP, Defy Ventures, Comin' Up and CASES all work to increase individual self-efficacy through their program delivery. By equipping their participants with skills that strengthen self-efficacy, participants develop new hope and vision for their future. PEP and Defy Ventures do this through their Leadership Academy (character development) and throughout their entrepreneurship training. CASES and Comin' Up increase self-efficacy by supporting young people to obtain their GED/high school diploma or employment. The sense of achievement that is generated by successfully completing something acts as a protective factor against recidivism for their participants

Young people at Comin' Up and CASES, as well as participants at PEP and Defy Ventures all reported feeling significantly better about themselves and their future prospects. Importantly, PEP reports that graduates are 70 per cent less likely to return to prison compared with the national average of 50 per cent and are 119 per cent more likely to obtain employment. The lifestyle changes that graduates have implemented in prison are thought to have a greater impact on reducing recidivism compared with the entrepreneurial tasks of developing a business proposal. Graduates are twice as likely to re-enter the community and engage with their family when compared with the wider prison population. PEP's

curriculum and leadership training helps participants develop re-entry plans and build hope, optimism and resilience.



Mission Station at Comin' Up, Fort Worth



Georgia and Josh pictured with students at CASES



Georgia and Josh pictures with the staff at CASES

Industry Engagement to Support Employment Opportunity and Outcomes

Similar to Australia, concerted efforts are being made in the USA private sector to provide employment opportunities for people experiencing disadvantage. The Fellow met with Edmund McCombs who walked her through Lendlease's initiative for a more inclusive construction workforce in Chicago.

Lendlease commissioned THI (formerly the Hornery Institute) to identify workforce development opportunities in Chicago. THI reported, that like many cities in the US, Chicago is undergoing transformation, with change or loss in many established industries as well as the emergence of a new, highly educated workforce. These changes have an impact on the workforce and the employment eco-system which is of particular significance for those already at a disadvantage in the City's labour market. Lendlease's solution is that by investing in the local labour market's people, their knowledge and skills will become the cornerstone of an employable, globally competitive workforce and an economically resilient City.

THI's demographic and geographic analysis reported Chicago to be a young, racially diverse city with pockets of significant disadvantage and a large 'working poor' population. With high unemployment, low workforce participation, low educational attainment, economic isolation and extreme poverty; young people, women, minorities and people of colour were under represented in the workforce. The Workforce Development Strategy Chicago, identified workforce development opportunities that leveraged Lendlease's construction activities throughout Chicago. The Project supported greater inclusion and diversity on their projects through partnerships with local providers including schools, employment training facilities, existing job sites, local business' and charities.

Lendlease took a three-pronged approach to ensure their goals were met these included;

- » Partnering with Cook Workforce Development Department (quasi-Governmental department)

- » Developing their participants mentoring and leadership capabilities, investing in education to address literacy, numeracy and financial literacy
- » Creating a barrier reduction fund with a pledge of \$50,000 to increase accessibility and employment training to minority groups. This fund is designed to help women pay for or subsidise childcare costs to ensure their participation as well as potentially covering the cost of any tool/personal protective equipment (PPE) outlay. Access to funding like this ensures program participation for people who have historically found themselves at a distance from sustainable and on-going employment

Similar to Australia and our Major Project Skills Guarantee and workforce targets, there is a place for private industry to pledge their commitment to inclusivity. By engaging Government, community and private sector we can achieve inclusive

policy and program delivery which in turn increases participation of minorities and increases social return on investment.



Georgia and Edmund McCombs at the Lendlease office in New York City

New World of Work: Maximising Human Capital and Life Long Learning

As discussed above, technological advancements are changing the landscape of employment. In both advanced and developing countries, automation is assuming the role for many entry-level jobs. Research suggests that 70 per cent of the roles young people are training for will be rendered redundant as a result of automation

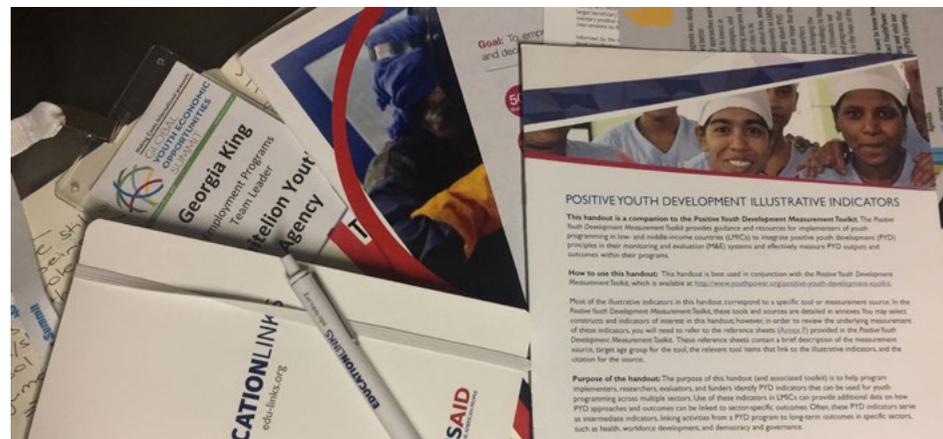
in the next 10-15 years. In saying that however, automation cannot replace all aspects of human potential.

The World Bank (The Changing Nature of Work, 2019) states that Human Capital consists of the knowledge, skills, and health that people accumulate over their lives, enabling them to realise their potential as productive members of society. People who have higher human capital are more resilient and better able to adapt change, including technological change. Investment in behaviours such as aptitude for teamwork, empathy, conflict resolution and relationship management increases a person's human capital. These human capabilities cannot be replicated by machines, which means such skills are highly sought in an automated economy. Abilities such as grit are almost weighted equally with cognitive skills in some 21st century workplaces. Human Capital investment is usually made in the early years of life, particularly while at school and shapes the rest of an individual's life. Human Capital positions itself centrally in the debate about adaptability for the future. To ensure the success of all people, it is imperative adequate investment in education, health, high-order cognitive and socio-behavioural skills is made, as well as foundational skills.

In conversation with participants at PEP, Defy Ventures and with young people at Comin' Up and CASES, it was clear that investments in their human capital had not been made historically. Broadly speaking, most participants in PEP and Defy Ventures had left school at an early age, lived in broken homes, were subject to family violence, had little access to healthcare and had limited opportunity to obtain gainful employment. However, through investments made by the programs (PEP and Defy Ventures) the participants transformed their disadvantage into potential. Both programs build the capacity of participants with regard to foundational education, cognitive and socio-behavioural skills. Further proving that lifelong learning allows people to be agile in the workforce, despite perceived or actual disadvantage.

The theory of neuroplasticity further lends support to the argument around human capital investment and learning as a lifelong endeavour. Discussed in a plenary session at the GYEO Summit, neuroplasticity refers to the brain's capacity to create new neural pathways as a result of a learning experience, trauma or injury. The theory demonstrates the brain's capacity to heal following traumatic events, as well as learn as a result of new experiences. In the new world of work people need to be adapting to change, embracing technology and investing in their own human capital to ensure agility in their working careers.

PEP and Defy Ventures are doing this; their practice is grounded in the theory that people can change, that behaviours are not prescriptive, and second chances need to be given. Many of the participants have not completed high school, yet successfully obtain a certificate in entrepreneurship, delivered at a college level. The investment made by the programs demonstrates to the participants that they have worth, ability and skill, and that these attributes are transferable upon release when they are seeking employment. This is also further reflected back to them in a pro-social way through the involvement of 'executive volunteers'. Volunteers from the community (outside of the prison) spend a significant amount of time coaching, mentoring and teaching participants. This demonstrates to the participants again,



Some of the material distributed at the GYEO Summit

that they are worthy, their skills have merit in the wider world and that their ideas are powerful. The continual investments in the human capital of these people protects them against further offending behaviour and secures them a place in the workforce upon release.



Participant at Defy Ventures Graduating the day Georgia attended. Georgia was partnered with this participant for various activities including the Step to the Line activity

Entrepreneurship and Enterprise Mindset

A theme that presented itself across the Fellowship was entrepreneurship and how it functions as a protective factor against recidivism, as well as being a vehicle for employment and job creation. In a changing world of work, and with the real or perceived threats of automation looming, it is important to consider the impact entrepreneurship and associated skills can have for people experiencing disadvantage.

PEP and Defy Ventures train participants in entrepreneurship, coaching them through the development of a business plan and then a business model. Participants present their models in a shark tank style round robin competition upon completion of their certificate. Throughout their tenure in the program, participants work in teams, complete a Toastmasters course on public speaking, provide and receive feedback with fellow participants and executive volunteers, revise and adjust their plans, create budgets, strategically plan for the introduction of their business into the labour market whilst continually revising their model based on feedback/setbacks.

In discussion with participants it was clear to the Fellow that the business plan was of less importance when compared to the mindset training and what this invoked in participants. Participants reported that they are noticeably more confident, better able to engage in conversation, receive and provide constructive criticism, speak publicly, problem solve and manage conflict as a result of their training. These skills are known as enterprise skills and are highly valued in the employment space.

Entrepreneurship and the investment in building enterprise skills plays a crucial role in assisting people experiencing disadvantage to build confidence, connect with the labour market and achieve self-sufficiency. Unfortunately, these skills are not always adequately taught in schools and for people experiencing disadvantage, possibly not being taught at all. At Capital Factory, the Three Day Start Up delivers curriculum designed to teach the entrepreneurial mindset with a focus on professional development and skills for students to successfully navigate their careers and futures. Their goal is to develop global citizens, people who function effectively in teams and as individuals, with bold and insightful ideas. It would be beneficial to introduce such programs into the Australian mainstream education curriculum so young people are exposed to this way of thinking from a young age.



Josh and Georgia pictured with PEP participant 'Doug' on his graduation day in Venus, Texas



Georgia pictured with participants of PEP's 2018 'Legacy' graduating class. The gentlemen on the far left was the winner of the Business Pitch Competition



Georgia pictured with another two participants of PEP in Venus, Texas

Engaging the Hard to Reach

Engaging hard to reach audiences was a recurrent theme throughout the Fellowship. Each individual organisation had their own mechanisms to encourage engagement.

Comin' Up provided a pick up and drop off bus service for their young people. This ensured that they were safely escorted to and from the program and no one had to travel home alone at night. This was coupled with an assertive outreach approach, which meant that if a young person had been absent from the program for a period of time outreach specialists would attend their home to identify and address barriers to their attendance.

CASES functions as a deterrent from incarceration. Young people are mandated to engage in the program which sees them either work toward attaining education or employment. CASES have a suite of services on site to meet the needs of young people: housing support, mental health support (psychological as well as psychiatric, with no waiting periods and no costs associated), medical support, education and employment support.

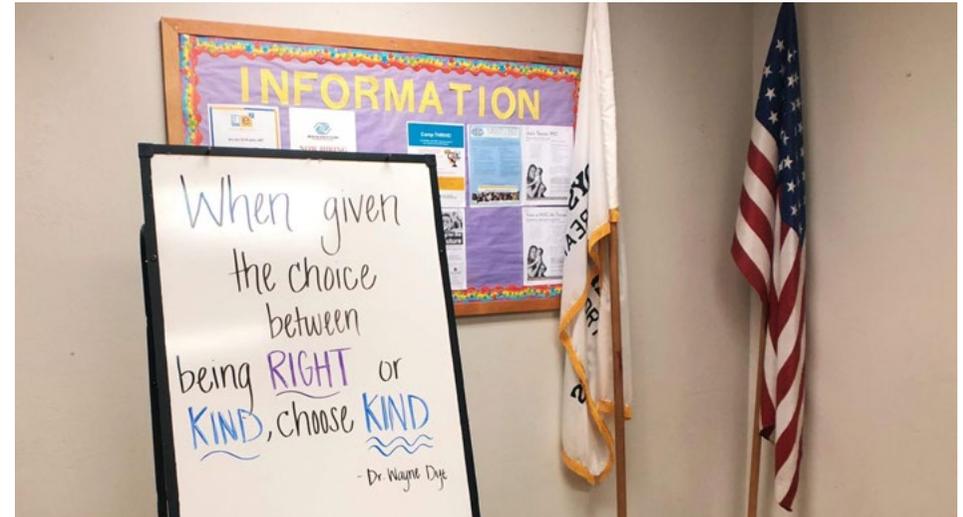
PEP recruits participants into their program and sets clear expectations around engagement. A key attribute of the program's success is the community they foster during delivery. Participants create a 'brotherhood' whilst undertaking the program and are led by graduates and alumni of PEP. To further contribute to the cultivation of this community, returning executive volunteers spend their time coaching and mentoring participants. This ties into the self-efficacy that is fostered by the program. The community of PEP extends past the walls of the prison, with the same expectations remaining upon release. PEP staff greet program graduates upon release from prison if they have no family support and there is the option of entering the transitional house for participants who don't have a place to live. It should be noted that residing at the transitional house does come at a small cost but this is easily absorbed once participants find employment – which they normally do within 90 days. When the Fellow was in Texas, PEP were transitioning newly released graduates into employment within 17 days of their exit from prison.

Each program effectively meets their cohort where they are, actively engages with them and fosters a strong and supportive community network around them to ensure the sustainability of engagement and a successful outcome. It is the little things that contribute to the great success of programs, the sense of community, nurturing a sense of hope and the creation of a better future.



Signage on the Comin' Up premises

Top left: Young people playing basketball at Comin' Up. Bottom left: The recreation area at Comin' Up. Top right: Signage at Comin' Up. Bottom right: The refurbished Church that now holds the basketball court at Comin' Up in Fort Worth, Texas.



5. Personal, Professional and Sectoral Impact

Personal

The Fellowship gave the recipient renewed energy and enthusiasm for the youth and employment space. The exposure to innovation, especially in the face of adversity and the creation of opportunity for society's most excluded, has meant that the Fellow has returned to Australia with a greater zest and dedication to the community and employment sectors. It has deepened her understanding of the social and economic costs of incarceration. This Fellowship has informed the Fellow's opinions and supported her evolution into a passionate prison reform advocate.

In the paper *The Economic Burden of Incarceration in the US (2016)*, the authors state \$80 billion is spent annually on corrections and incarceration. They go further to state that that figure drastically underestimates the true cost of incarceration because it ignores the social costs associated with imprisonment. The study reports that for every dollar spent on correctional costs, another ten dollars is generated in social costs of incarceration. These costs are absorbed by families, children and community members. This aggregate burden of incarceration would likely exceed \$1 trillion if social costs were included.

Programs like PEP and Defy Ventures offer solutions to this expenditure. Both programs are funded philanthropically and cost less than \$1 million to run annually and serve more than 1000 participants. More importantly, the return on investment means program graduates are unlikely to re-offend, saving the economy a significant amount of money in future incarceration and correctional costs. Further to that, PEP graduates are twice as likely to be positively involved with their children and families upon release, further saving on community services.

PEP and Defy Ventures along with Comin' Up and CASES, all aim to build a community around their program participants. This sense of community functions as a protective mechanism regarding recidivism but also creates accountability and fosters positive self-efficacy for participants. It would be valuable to consider such program modelling in Australia. The Fellow was grateful to speak to PEP graduates in the Austin transition home. These men attributed part of their rehabilitation success to the strength of the support network developed through participation in PEP. They reported that a key contributor that safeguarded them against re-offending was the community and brotherhood that they belong to as PEP graduates.

Australia is not dissimilar to the USA in terms of imprisonment policy and recidivism rates. A program such as PEP would be highly beneficial in the Australian prison eco-system. The Fellow deeply appreciated the opportunity to observe program delivery and is now driven toward developing a program with similar values to PEP and Defy Ventures, encapsulating entrepreneurship as a vehicle for change and hope for prison populations. The Fellow now has an understanding of how important it is for the community to be present during the change journey of people incarcerated. Creating visibility through mentoring and volunteering opportunities is critical to changing the public's opinion of incarcerated people. The immersive experience allowed the Fellow to feel the power of the program and to better understand the sense of community created by these programs.

Another interesting and obvious (but often forgotten) conclusion drawn from the Fellowship was the beauty in simplistic approaches. Comin Up' for example, works to provide a safe place for young people to play sport and access education and employment support. The lure of accessing the sporting facility meant that young

people come to participate. Additional supports including transport to and from the program ensures engagement as well as the safety of participants. There is something to be said in providing a safe, inclusive and accessible space to foster participation, whether it be in terms of rehabilitation or program involvement.

The Fellow returned with an improved understanding of the importance of developing the soft and transferable skills of program participants. This was a recurring theme throughout the Fellowship, whether speaking to participants at PEP and CASES or engaging with professionals and facilitators at the GYEO Summit, soft skill and character development were consistently at the crux of conversations. The importance of developing the agency of individuals and helping build transferable, 21st century skills was crucial to long-term sustainability of intervention. The theme of agility seemed to re-appear across different programs. The efficacy of a program should not be measured by the outcome but by whether a person's self-efficacy and agility has been shifted. This is measured by determining if a participant has been adequately prepared to participate in the new world of work.

Finally, the Fellow returned with an invigorated energy around providing a diversion to incarceration. After speaking with participant at PEP and Defy Ventures, their path had almost always been cemented at their first encounter with police. There is an opportunity to change the path of young people through diversion, upskilling and increasing self-worth. This was reflected by the Peer-Workers at Comin' Up'. Attending a program such as Comin' Up meant that young people had a reason to try to avoid prison. For many people in the USA and in Australia, if there is an opportunity to avoid criminal justice involvement early it means they have a better chance of avoiding it as an adult. This should be the benchmark goal for all community services, to assist young people in deterring involvement with correctional services.



Georgia entering the facility at Defy Ventures through a 'Tunnel of Love'

Professional

Professionally, the Fellowship has had a significant impact on the Fellow. Travelling internationally allowed her to build networks to help develop best practice in Australia. Since arriving home, the Fellow has presented her Fellowship journey to the staffing group and senior executives of Whitelion. The presentation was met with enthusiasm and excitement.

The Fellow has been invited to sit on the steering committee for the Youth for Youth (Y4Y) pilot program. Y4Y is a Try, Test and Learn funded



Georgia pictured with Tony Mayer and Bert Smith at an art gallery in Houston, Texas



Georgia sitting with PEP participants and executive volunteers in the 'chow hall' at the Sanders Estes Unit, Venus, Texas

program that is geared to assist young people previously excluded from the labour market, to access and prepare for work in the gig economy. This program is the first of its kind and incorporates elements such as micro-credentialing and mini work experiences to help young people develop their resume. This project has benefitted from knowledge garnered overseas and has allowed for consideration to expand working groups to include young people with justice backgrounds.

The Fellow was also asked to present her knowledge around engaging young offenders at the Jobs Victoria Conference in October 2018. She drew on her experience working at Young Women's Secure Welfare, as well her knowledge of

the youth employment space and shared her ideas around how best to engage with these cohorts of young people. This presentation was significantly impacted by the Fellowship and included information about creating a sense of community and accountability, soft skill development, partnering with local industry and most importantly, unconditional positive regard.

The Fellow will also participate in the consultation project with the Common Purpose Project. This project has been built around the learnings of the Fellowship and is geared toward facilitating an immersive entrepreneurship experience for young people who are justice affiliated. The pilot will engage opportunity youth with the goal to test whether developing entrepreneurship skills can assist employability and protect against long term unemployment.

More broadly, the process of report writing, and dissemination allowed the Fellow to reflect on processes and ideologies related to program structure, best practice and outcome measurement for young people experiencing unemployment. This has been particularly instrumental as the Fellow transitioned into a new role with the DJPR. Part of this role will be evaluating what measures can be utilised to determine what a positive outcome is for a young person who has faced significant barriers to employment. In the Fellow's experience, sometimes a full time, long term, employment post is unsustainable for a young person. However, actions such as regularly turning up to appointments, fostering positive relationships, building confidence, connection with services, part time work or work experience are all measurable achievements. This information and evidence provided through immersive experiences overseas has the ability to potentially influence future program design in Australia.



Georgia pictured at PEP in Venus, Texas, the morning of the Business Pitch Competition

Sectoral

The Fellow has been working with young people in differing capacities for seven years. This Fellowship has allowed her to return with fresh, renewed ideas around how best the sector can serve the people seeking employment. Employment is a necessity but, for many people it is not accessible. This has significant impact not only on the individual but also on society more broadly. It is of socio-economic benefit for everyone to better support people who find themselves unemployed or at a distance to the labour market. As previously discussed the costs of incarceration are extreme and in addition to that, the cost of being unemployed further affects mental and physical health, self-esteem and contributes to addiction and atrophy of skills.



Georgia at the GYEO Summit

Since returning from the Fellowship and in her new employment capacity at the DJPR, it is the Fellow's intention to advocate for prison-reform through economic participation and to encourage program design that is focused on flexible outcomes and positive pro-social improvements of participants.

Considerations and Recommendations

Economic change is upon us; the way we work and engage with our economy is being transformed through automation, globalisation and flexible approaches to work. A balanced approach needs to be considered when assessing the impact of this disruption. While a level of unemployment is almost always observed within any economy, consideration needs to be taken to ensure that vulnerable



Georgia meeting and chatting with a participant at Defy Ventures

cohorts are integrated into the new working world. Failure to assess the impact and make adjustments accordingly means we run the risk of further ostracising those at a distance to the labour market. Sweeping new trends around digital skill set acquisition and proficiency is creating a risk for those currently employed in more traditional roles. Without investment in training and up-skilling we are not preparing vulnerable cohorts for the impending change, rendering them at risk of unemployment.

Employment is the link between economic and social inclusion. Having a job equals financial independence, an increased sense of self-worth, the creation of a community outside of the family network and a means to build individual wealth. The costs of unemployment are vast and far reaching rendering it an agenda item for almost all Governments globally. If you're unemployed you are more likely to experience mental ill-health, a decrease in your standard of living, increased



Georgia pictured with Simon Crabb and Sara Amaral (also Fellows) at the GYEO Summit

involvement with the justice system, increased welfare dependence, exacerbation of physical ill-health, negative impact on relationships, increased stress and an erosion of existing skills which in turn diminishes future opportunities.

To address the above concerns and based on the research, exposure and observations generated throughout the Fellowship, the following recommendations have been made:

Government

- » Investment made by Government and Educational Institutions to teach and give credence to training that encourages digital literacy, enterprise mindset and self-efficacy
- » Collaborate with tech companies to develop a centralised employment support

system, using Harambee as the benchmark, which will increase the scalability of current services and accessibility for those in remote locations

- » Alignment between the Economic, Employment and Education portfolios within Government to strengthen initiatives so that synergies focused around the 'New World of Work' can be created
- » Utilisation of Trauma Informed and Human Centred theories when formulating policy and programmatic design to assist with inclusivity of marginalised groups and communities
- » Government to develop strong Social Procurement targets that are strictly enforced and measured with incentives attached to target achievement
- » Remove stigmatising language from policy, legislation and program design
- » Government to fund programs that allow for organisations to provide long-term support (one year and beyond). This is beneficial for programs managing individuals with offending histories and young people with trauma backgrounds
- » Recognition by Government of employment in all forms: part-time, self-employed, sub-contracting etc.
- » Government to consider setting a recidivism reduction target. Collaboration with community services needs to be undertaken to determine how best to achieve this reduction
- » Raise the criminal culpability age and introduce more effective age-appropriate interventions for young people to address their criminogenic risks
- » Investment in post-prison services including housing, employment and social support
- » Ensure educational curriculum includes elements of digital literacy and entrepreneurship to help protect students against unemployment in the future

Program Design

- » Provide space within funding agreements for non-linear employment progression and on-going engagement with support providers. This includes moving away from more traditional employment outcomes (placement and six-month outcome) with a focus of recognition of pro-social achievements for the individuals. For example, regularly attending and engaging in appointments, seeking additional support services especially mental health
- » Development of partnerships lead by Industry and supported by Government and the community sector
- » Create incentives for Industry to develop and implement strong Corporate Responsibility programs. These should include participation in community service in a volunteer capacity
- » Development of a strong mechanism to assess soft skill acquisition as a tool to establish job readiness
- » Program design that encourages community members to volunteer and contribute to positive outcomes for individuals in prison. Through volunteer participation, community members are afforded the opportunity to better understand the experiences of people in prison and are provided insight into the factors that led to their incarceration
- » Develop place-based solutions built on (and complimented by Industry and Government):
 - » Peer to peer modelling
 - » Lived experience
 - » Sense of community
 - » Self-efficacy
 - » Digital Literacy
 - » Enterprise Mindset

- » Meeting the needs of physical, mental and economic health in the same location (“one stop shop”)
- » Development of programs that ensure the same organisation consistently serves the same client base during incarceration and post-release in order to foster a sense of community and continuity. Creating a through-care model
- » Utilisation of tools including the Employment Readiness Scale to track and monitor development of participants, which in turn will compliment self-reported self-efficacy measures
- » Ensure all programs (including intervention programs) consider the specific responsiviuty issues of young offenders (eg. lack of motivation, disability, trauma, mental illness)
- » Consider the practice of moving young people through the custodial system on a graduated and staggered model to best support their re-entry to the community. This would see young people provided different level of ‘freedoms’ as they progress toward re-entry. Things like increased family visits, supervised activities within the community, introduction to day programming etc.

Industry & Community

- » Development of a platform where industry, Government and jobseekers can meet to hold robust discussions around needs and responses to unemployment ensuring all parties can be informed of limitations and barriers in service delivery
- » Focus on demand driven training, allowing for the emerging needs of industry to inform future direction of training and service delivery
- » Education provision for industry stakeholders so that they are aware of the risks to their current (vulnerable) workforce to better prepare them for pending change
- » Provision for incentives to be provided to industries that effectively upskill and develop their current staffing group to ensure that no one is left unemployed or at risk of unemployment through digitisation
- » Proactive identification of high-risk young people by collaborating with police, schools, community and protective services in order to provide a deterrent program that can intervene before young people become involved with correctional services

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7. Appendix

Program	Organisation's Purpose	Destination	Leading Contact	Contact's Role	Purpose of Visit
Comin Up' Boys and Girls Club	The goal of Comin' Up is to positively impact the lives of gang-involved youth providing needs-based services and activities to reduce the levels of gang violence in Fort Worth.	Fort Worth, Texas	Sherry Hudson	Site Director, Boys and Girls Clubs	<ul style="list-style-type: none"> • Placed based solution for high youth crime rate • Assertive outreach approach to encourage participation and create sense of community • Employment of staff who have lived experience • Providing the space for young people to access pro-social activities as well as education, employment, physical and mental health support • Education includes soft skill development as well as encouraging young people to be across topical issues within their community • Employment opportunities for young people • Observed peer-lead delivery with the majority of PEP faculty being graduates themselves

Program	Organisation's Purpose	Destination	Leading Contact	Contact's Role	Purpose of Visit
The Prison Entrepreneurship Program (PEP)	Founded in 2004, PEP seeks to reduce recidivism and increase economic opportunity for incarcerated individuals through entrepreneurship training and re-entry services. PEP utilises leadership and entrepreneurship curriculum in four prison units across Texas and provides re-entry services for its graduates, including transitional assistance, temporary housing and post-release employment and entrepreneurship support.	Dallas, Texas	Bryan Kelly	CEO	<ul style="list-style-type: none"> • Entrepreneurship as a means of reducing recidivism • Attended Final Business Pitch Competition and Graduation Ceremony at Sander Estes Correctional Center • Observed program delivery in Cleveland Correctional Center • Discussions with program participants about the most meaningful aspect of their training • Observed the delivery of college level training within prison • Observed peer-lead delivery with the majority of PEP faculty being graduates themselves
			Bert Smith	CEO Emeritus	
			Tony Mayer	Chief Development Officer	
			Brian Troy	Executive Relations Manager	
		Austin, Texas	Joshua Munoz	Re-Entry Manager	<ul style="list-style-type: none"> • Visited the transitional re-entry house in Austin • Spoke with graduates who have been released from prison • Discussed their experience of re-entering the community • Joshua Munoz spoke about his experience of prison, graduating the program, re-entering the community and realigning his life with the values of PEP

Program	Organisation's Purpose	Destination	Leading Contact	Contact's Role	Purpose of Visit
Capital Factory & 3 Day Start Up	Activate entrepreneurial potential in students of all kinds through experiential education and a global entrepreneurship ecosystem. Realising student potential through the experience of entrepreneurship.	Austin, Texas	Shayna Dunitz	Director of Operations, 3 Day Start Up	<ul style="list-style-type: none"> • Entrepreneurship has the power to make students and graduates 'global citizens', better preparing them for work and the expectations of employers • Soft skills and entrepreneurship together make for an agile, competitive candidate
Center for Alternative Sentencing and Employment Services (CASES)	The mission of CASES is to increase public safety through innovative services that reduce crime and incarceration, improve behavioural health, promote recovery and rehabilitation, and create opportunities for success in the community. Their view is that public safety is best protected through alternatives to incarceration that combine accountability and support with empowerment and opportunity.	Harlem, New York	Sophia Morel	Senior Director, Education, Career & Enrichment	<ul style="list-style-type: none"> • Placed based solutions for young people • Engagement with education and employment services as a diversion from incarceration • 'One stop shop' for young people: education, employment, housing, physical health, mental health (psychology and psychiatry) • Employer engagement • Barriers as providers: similar across Australia and the United States • Education and employment protects young people from recidivism

Program	Organisation's Purpose	Destination	Leading Contact	Contact's Role	Purpose of Visit
Lendlease	<p>Lendlease is a leading international property and infrastructure group, with approximately 13,000 employees across operations in Australia, Asia, Europe and the Americas. Their mission is to create places that leave a positive legacy with a focus on health and safety, customer satisfaction, innovation and sustainability.</p> <p>Their Workforce Development Strategy for Chicago is designed to invest in the local labour market with the goal to significantly impact those currently at a distance to the labour market.</p>	Manhattan, New York	Edmund McCombs	Director, Community Engagement and Head of the Lendlease Foundation	<ul style="list-style-type: none"> • Industry lead solutions to place based unemployment • Industry supporting community through the creation of jobs, workforce development, upskilling as well as maintaining a focus on the well-being of the employee

Program	Organisation's Purpose	Destination	Leading Contact	Contact's Role	Purpose of Visit
Global Youth Economic Opportunities (GYEO) Summit	Changemakers, innovators, and leading technical experts join the Summit to increase the impact, scale, and sustainability of youth economic opportunities programming, policies, and partnerships around the globe.	Silver Spring, Washington DC	N/A	N/A	<ul style="list-style-type: none"> • Entrepreneurship as a solution to unemployment • Virtual reality (VR) and artificial intelligence (AI) to support employment, training and education, standardising the learning experience • Trauma informed approaches to upskilling • Social procurement • Socioemotional skills (soft skills) protecting vulnerable workforce participants • Investments in Human Capital to ensure sustainability of employment • Preparing young people for the world of work through lifelong learning • Youth driven learning and micro-credentialing • Peer to peer feedback for constructive learning experience • Self-efficacy protects against recidivism • Technology scaling the accessibility of employment support (Harambee, South Africa) • Creating the mindset of an entrepreneur so young people remain competitive in the job market • Removal of stigmatising language • Cognitive Behavioural Therapy informing program delivery especially for offenders

Program	Organisation's Purpose	Destination	Leading Contact	Contact's Role	Purpose of Visit
Defy Ventures	<p>Founded in 2010, Defy Ventures is a non-profit that provides entrepreneurship, employment, and character development training to currently and formerly incarcerated men and women. Leveraging a blended learning model, Defy Ventures combines the scalability, efficiency, and cost effectiveness of video-based training with life-transforming opportunities for growth through personal coaching and mentoring. Defy Ventures helps Entrepreneurs-in-Training (EITs) launch successful careers and businesses and break generational legacies of poverty and incarceration.</p>	Los Angeles, California	Andrew Glazier	President & CEO	<ul style="list-style-type: none"> • Observed entrepreneurship as a means of reducing recidivism • Attended Final Business Pitch Competition and Graduation Ceremony • Discussions with program participants about the most meaningful aspect of their training • Discussed with volunteer executives their experience of volunteering • Observed the delivery of college level training within prison



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