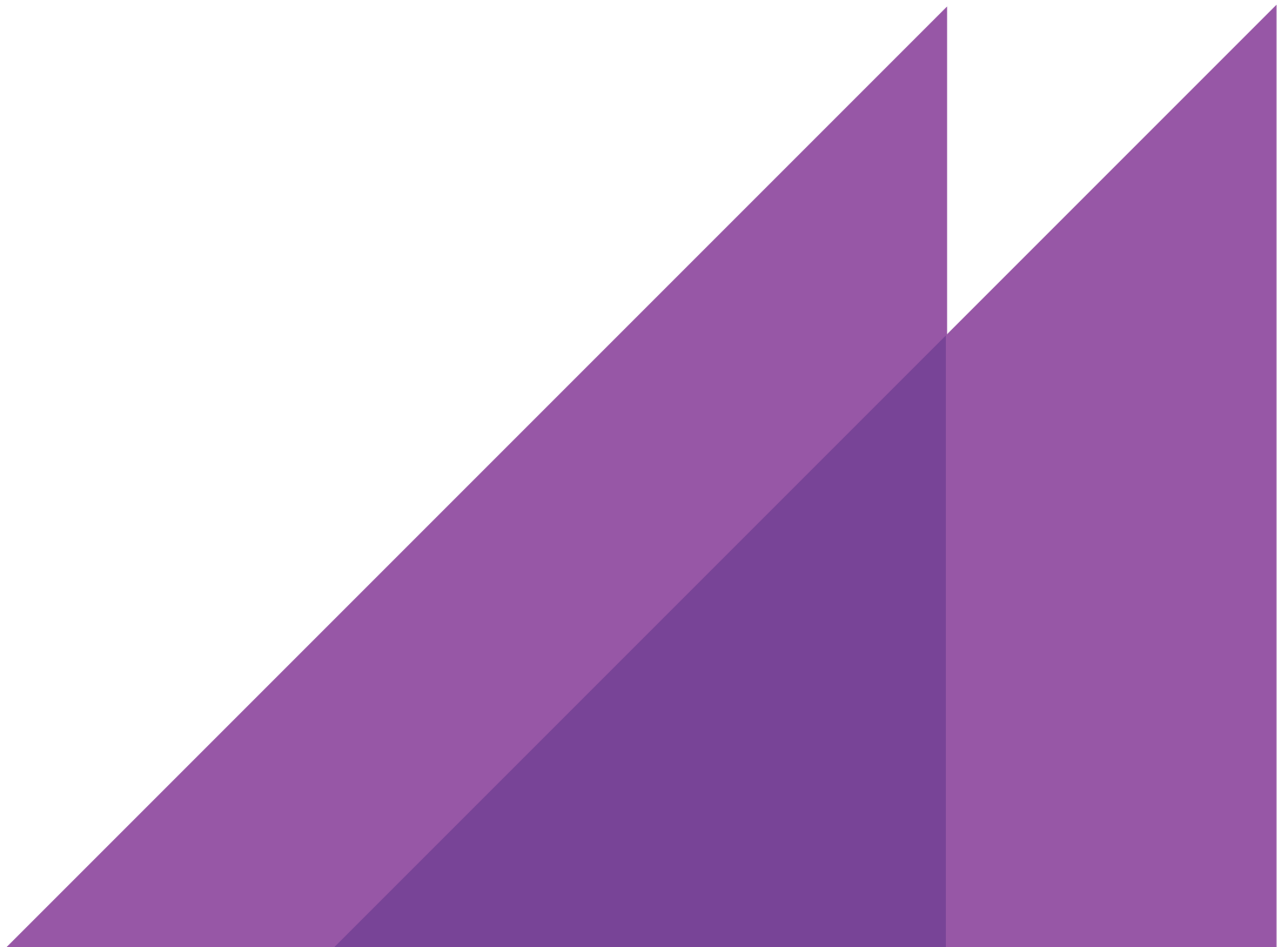


REPORT TO  
**AUTO SKILLS AUSTRALIA**

26 APRIL 2017

# FORD TRANSITION PROGRAM EVALUATION





ACIL ALLEN CONSULTING PTY LTD  
ABN 68 102 652 148

LEVEL FIFTEEN  
127 CREEK STREET  
BRISBANE QLD 4000  
AUSTRALIA  
T+61 7 3009 8700  
F+61 7 3009 8799

LEVEL ONE  
15 LONDON CIRCUIT  
CANBERRA ACT 2600  
AUSTRALIA  
T+61 2 6103 8200  
F+61 2 6103 8233

LEVEL NINE  
60 COLLINS STREET  
MELBOURNE VIC 3000  
AUSTRALIA  
T+61 3 8650 6000  
F+61 3 9654 6363

LEVEL ONE  
50 PITT STREET  
SYDNEY NSW 2000  
AUSTRALIA  
T+61 2 8272 5100  
F+61 2 9247 2455

LEVEL TWELVE, BGC CENTRE  
28 THE ESPLANADE  
PERTH WA 6000  
AUSTRALIA  
T+61 8 9449 9600  
F+61 8 9322 3955

161 WAKEFIELD STREET  
ADELAIDE SA 5000  
AUSTRALIA  
T +61 8 8122 4965

ACILALLEN.COM.AU

#### **A NOTE TO READERS ON THE INTERPRETATION OF QUALITATIVE FINDINGS**

THE RESULTS WHICH FOLLOW ARE BASED ON BOTH QUANTITATIVE AND QUALITATIVE RESEARCH. THE QUALITATIVE RESEARCH SEEKS TO DEVELOP INSIGHT AND DIRECTION RATHER THAN PROVIDE ABSOLUTE MEASURES.

GIVEN THE SPECIAL RECRUITMENT METHODS ADOPTED AND THE OBJECTIVES OF THE STUDY, IT SHOULD BE UNDERSTOOD THAT THE QUALITATIVE RESEARCH WORK IS EXPLORATORY IN NATURE.

THERE ARE NO STATISTICAL DEGREES OF CONFIDENCE IN QUALITATIVE FINDINGS AND THEY ARE NOT NECESSARILY REPRESENTATIVE OF THE BROADER POPULATION. ADVANTAGE OF THE CLIENT TO THE DEGREE SUGGESTED OR ASSUMED IN ANY ADVICE OR FORECAST GIVEN BY ACIL ALLEN CONSULTING.

## EXECUTIVE SUMMARY

III

## 1

*INTRODUCTION*

1.1	Closure of Ford and the Australian car industry	1
1.2	The Ford Transition Program and Auto Skills Australia	1
1.3	Terms of Reference	2
1.6	Progress Report outline	3

## 2

*SERVICES OFFERED*

2.1	Services overview	1
2.1	ASA's performance against implementation plan	3
2.2	Post closure services – Outreach Centres	17

## 3

*OUTCOMES ACHIEVED*

3.1	Overview	19
3.2	Sample and data collection	19
3.3	The questionnaire	20
3.4	Interviewer debriefing	21
3.5	Worker's plans	23
3.6	Employment outcomes	24
3.7	Job Seekers	27
3.8	Training	28
3.9	Areas for additional support	30
3.10	Satisfaction with support provided by ASA	31
3.11	Health and Wellbeing of workers	35
3.12	Demographic profile of workers	36
3.13	Effectiveness of outplacement services	38

## 4

*THE AUTO SUPPLY CHAIN*

4.1	Ford supply network	39
4.2	Services offered	39
4.3	Outcomes achieved	41
4.4	Reasons for poor engagement	41

## A

*Questionnaires*

44

## FIGURES

FIGURE 3.1	CURRENT SITUATION	23
FIGURE 3.2	SITUATION CHANGES FROM STAGE 1 TO STAGE 2	24
FIGURE 3.3	EMPLOYMENT STATUS: FULL TIME, CASUAL OR PART-TIME	24
FIGURE 3.4	WHICH INDUSTRY IS YOUR JOB IN?	25
FIGURE 3.5	SATISFACTION WITH SALARY	26
FIGURE 3.6	ARE YOU AVAILABLE TO WORK MORE HOURS?	26
FIGURE 3.7	WORK READINESS ATTITUDINAL STATEMENTS	27
FIGURE 3.8	EMPLOYMENT SERVICE PROVIDERS	27
FIGURE 3.9	HOW IMPORTANT IS IT THAT YOUR NEW JOB IS CLOSE TO HOME?	28

<b>FIGURE 3.10</b>	HOW IMPORTANT IS IT THAT YOU STAY IN THE SAME OR A SIMILAR OCCUPATION?	28
<b>FIGURE 3.11</b>	HAVE YOU OR ARE YOU CURRENTLY UNDERTAKING ANY ADDITIONAL TRAINING OR RESKILLING?	29
<b>FIGURE 3.12</b>	WHAT ADDITIONAL HELP DO YOU NEED THAT DOES NOT ALREADY SEEM TO BE AVAILABLE?	30
<b>FIGURE 3.13</b>	HOW SATISFIED ARE YOU WITH THE OVERALL SUPPORT PROVIDED BY ASA AS PART OF THE TRANSITION PROCESS?	31
<b>FIGURE 3.14</b>	ATTITUDINAL STATEMENTS REGARDING ASA	31
<b>FIGURE 3.15</b>	WHY ARE YOU SATISFIED WITH ASA?	32
<b>FIGURE 3.16</b>	HAVE YOU BEEN TO ANY OF THE ASA OUTREACH CENTRES?	33
<b>FIGURE 3.17</b>	HOW MANY TIMES HAVE YOU VISITED THE OUTREACH CENTRE?	33
<b>FIGURE 3.18</b>	WHY HAVEN'T YOU VISITED AN OUTREACH CENTRE TO DATE?	34
<b>FIGURE 3.19</b>	GENERAL PHYSICAL & MENTAL HEALTH	35
<b>FIGURE 3.20</b>	WORKERS FEELINGS IN THE PAST 4 WEEKS	35
<b>FIGURE 3.21</b>	GENDER	36
<b>FIGURE 3.22</b>	WHAT IS THE MAIN LANGUAGE YOU SPEAK AT HOME?	36
<b>FIGURE 3.23</b>	WHAT IS YOUR HIGHEST LEVEL OF EDUCATION?	37
<b>FIGURE 3.24</b>	AGE PROFILE OF WORKERS	37
<b>FIGURE 3.25</b>	WOULD IT BE OK TO CALL YOU EARLY NEXT YEAR TO CONDUCT A SHORT INTERVIEW, LIKE THIS ONE, TO SEE HOW YOU ARE GOING?	38

## TABLES

<b>TABLE 2.1</b>	KEY PERFORMANCE AREAS IN IMPLEMENTATION PLAN	3
<b>TABLE 3.1</b>	CATI SAMPLE OUTCOMES	20
<b>TABLE 3.2</b>	QUESTIONS IN THE CATI QUESTIONNAIRE NOT INCLUDED IN THE HARDCOPY VERSION.	21
<b>TABLE 3.2</b>	QUESTIONS IN THE STAGE 2 QUESTIONNAIRE, NOT INCLUDED IN STAGE 1 VERSION	22
<b>TABLE 4.1</b>	FORD AUSTRALIA- SOME KEY SUPPLIERS	39



## EXECUTIVE SUMMARY

This Report of the *Evaluation of the Ford Transition Program* presents the findings on the effectiveness of services offered to Ford workers under the Ford Transition Program (FTP) and assesses the employment and other outcomes for workers following the closure of Ford's Broadmeadows and Geelong manufacturing plants on 7 October 2016.

The Commonwealth Government allocated \$5.2 million to Auto Skills Australia (ASA) to deliver the FTP to assist Ford company workers and workers in the supply chain affected by the closure of the Ford manufacture operations at Broadmeadows and Geelong to transition to alternative employment or retirement as desired.

The FTP was distinctive in that an independent organisation was given responsibility for coordinating the provision of supports and there was a significant lead time ahead of plant closure to be able to offer a broad range of services and address training needs. A case management model was adopted to work one-on-one with workers and offer a more holistic approach to meeting their needs, and a strong focus was placed on identifying the transferability of skills and capabilities to other sectors and addressing training needs.

While the ultimate measure of success of the FTP will be its effectiveness in assisting workers to secure new employment or transition to small business or retirement, there will also be important lessons for the design and delivery of programs to support retrenched workers in other industry sectors.

The data collection for this evaluation was undertaken in three stages. Stage 1 involved in depth interviews with workers while still employed at Ford and consultation with Ford management and key stakeholders prior to the plant closures.

Stage 2 involved further interviews with workers after the closure of the plant and a quantitative survey of around 450 Ford workers shortly after the Ford car plants shut on 7 October 2016.

Stage 3 included further consultations and interviews and a follow up survey with workers in April 2017 to further assess employment and other outcomes.

## Summary of survey results

---

The survey which was conducted amongst Ford workers in late November 2016 just over a month after closure and the follow up survey conducted in March/April 2017 approximately five months after closure yielded excellent response rates, 68 per cent and 75 per cent respectively.

### Demographic profile

The workforce at Ford, as with the automotive manufacturing sector as a whole, is quite senior with 80 per cent of those interviewed in the 40-59 age bracket and a further 11 per cent in the 60-69 age bracket.

Ninety three per cent of the workforce was male and, while 71 per cent had English as their primary language at home, many ethnic backgrounds and languages were spoken with six per cent speaking Macedonian, six per cent Vietnamese and four per cent Turkish at home.

### Employment outcomes

---

At the time of the second survey six months after the closure of the Ford car plants, 35 per cent of workers surveyed had found a job, with a further 23 per cent remaining employed at Ford on a short term basis involved in de-commissioning.

Some 7 per cent of workers at the six month stage indicated that they were planning to retire and 3 per cent, indicated that they were looking to start their own business.

Of those who had found a job in between the time of the first and second interview, 40 per cent were in full time employment and 55 per cent were employed on a casual basis. Only a small number were working in a part-time capacity (2 per cent). These figures do not include the 62 workers who are currently engaged by Ford on decommissioning.

Overall, most respondents (70 per cent) that had secured a job were satisfied with their salary, with 36 per cent stating that they are very satisfied.

Just over half (53 per cent) of respondents reported that they were able and willing to work more hours if offered in their current occupation.

Working close to home was an important factor to 70 per cent of respondents with only 21 per cent saying that it was not important, highlighting the importance of generating regional employment opportunities.

### Training

---

At the time of closure over one third (36 per cent) of all respondents stated that they have or are currently undertaking additional training or reskilling.

In addition, six months after closure, a quarter (25 per cent) of all respondents stated that they have or are currently undertaking additional training or reskilling since their last interview.

51 per cent of respondents did not have a post school qualification with 33 per cent finishing school prior to Year 12. Around 37 per cent of respondents had a vocational education qualification as their highest qualification, including 4 per cent who had a trade qualification and 12 per cent with a diploma. Around 11 per cent had a university higher education qualification.

### Satisfaction with the support provided by ASA

---

Overall satisfaction with the services and supports provided by ASA under the Ford Transition Program was very high with around 85 per cent of all respondents either satisfied or very satisfied.

When queried about the reasons for their satisfaction with the transition process, respondents commonly mentioned helpfulness, helping find employment, making time for people and the provision of training funding and being knowledgeable.

### **Outreach centres**

At the time of the second interview 55 per cent had not visited an Outreach Centre since their last interview.

Of those who did visit an Outreach Centre at the time of the interview, 20 per cent had made one visit, while 74 per cent had visited between two and ten times and 7 per cent had attended more than ten times.

Based on ASA data collected from the Outreach Centres, in the month to 4 November 729 people attended the Outreach Centres, when this is cross referenced with the survey data it highlights that around 300 of these visitations would have been from multiple visits.

### **Additional support**

Fifty five per cent stated that they did not require additional help other than what was already available during the transition process.

Not surprisingly, assistance with finding work was the key area where respondents were seeking further support as well as the provision of information or funding in regard to training. Additional information of funding for training was also mentioned by some respondents as an area for further support.

### **Funding**

Despite considerable effort by ASA fewer workers than anticipated availed themselves to the funding available under the FTP and as a consequence there was an underspend due in part to the increased in-kind support and lower than budgeted expenditure on training and supports for auto supply chain workers. Workers also accessed training and supports under the Victorian Training Guarantee (VTG) and Workers in Transition Program (WIT).

### **Areas for future improvements**

Based on the findings of this evaluation here are three areas that warrant further consideration prior to closure of the Ford Transition Program on 30 April 2017 - the role and effectiveness of the outplacement providers, efforts to increase the coverage of the auto supply chain, and the ongoing provision of some outreach services.

### **Outplacement Providers**

The early results from the outplacement providers indicate that only 32 per cent of those registered with the three outplacement providers had been successful in securing a job as at February 2017. While it is acknowledged that Outplacement Providers are likely to be dealing with those former workers that require more assistance there is still an opportunity to strengthen the existing services provided and target greater employment outcomes.

The contractual arrangements with Outplacement Providers do not have explicit incentives for securing employment outcomes and the early evidence would suggest that there needs to be a greater focus by Outplacement Providers on job matching, more than just providing further supports many of which have already been provided under the Ford Transition Program. Given the limited amount of time remaining under the FTP, urgent consideration should be given by Ford to re-negotiate current arrangements and thereby further enhance employment outcomes.

There is also an opportunity to improve the continuity of the services provided for workers by having a more seamless transition from case managers to outplacement providers and avoiding any overlap and duplication of service provision.

## **Auto Supply Chain**

---

This study, along with previous studies undertaken by ACIL Allen, has reaffirmed the challenges in engaging with the auto supply chain. While there are various reasons for this poor engagement, one of the factors would appear to be the lack of direct effective communication channels to workers of Tier 1 suppliers, especially once they have finished their employment. The communication channels with the Tier 2 suppliers are also generally very unclear.

## **Outreach Centres**

---

Workers who have low level of skills, poor transferable skills or language, literacy or other barriers, understandably find it very challenging to transition to new employment. While outplacement services will still be available to these workers post 30 April 2017, consideration should be given to working with local government and neighbourhood houses to establish a local centre for those workers who remain unemployed or require other assistance after that time. This will be particularly important for those former workers with emergent mental health and wellbeing issues. Again some of the unspent funds under the FTP could be reallocated for this purpose.

## **Summary**

---

The FTP was highly regarded, with a high level of satisfaction with the services provided by ASA. The model, with a strong focus on case management and the breadth of supports offered has confirmed itself as having benefit not only for Ford, but structural transition in auto manufacturing more broadly and would have significant benefits if implemented in other sectors where a long lead time prior to closure was feasible. The workers who did access the services could not be better prepared, the test, however, will be in the next 3-12 months both in terms of the availability of suitable jobs and whether jobseekers are able to effectively transition to the available jobs especially with the forthcoming closures of Holden and Toyota.





## 1.1 Closure of Ford and the Australian car industry

The Ford Motor Company stopped production at its Broadmeadows assembly plant and Geelong engine plant on 7 October 2016, with the loss of around 800 jobs including 624 production workers at the time of closure. Around 160 workers had been retained for prototype design and decommissioning and these are expected to finish by mid 2017. Ford had gradually scaled back production over the last few years from 3,250 in 2012.

GM Holden stopped the production of the Holden Cruze in October 2016 with the loss of 280 jobs. Work at the Holden engine plant at Port Melbourne finished in December 2016 with the loss of a further 170 jobs, and production of the Holden Commodore at the Elizabeth assembly plant is due to cease on 20 October 2017 with a further loss of around 1,000 jobs.

Toyota has maintained production levels and not released workers ahead of closure. Around 2,600 jobs will be lost when production of the Camry and Aurion models finish at its Altona Plant on 3 October 2017.

The closure of car manufacturing industry in Australia has had and will continue to have significant impacts on manufacturers and suppliers in the auto supply chain. It is estimated there are approximately 215 suppliers in the automotive supply chain, 140 in Victoria and around 75 in South Australia. While a number of these have diversified in recent years, work undertaken by the South Australian and Victorian Governments indicates that many will exit with the end of car manufacturing in Australia.

Ford has around 100 Australian suppliers, with many of these based in Victoria and South East Melbourne. The employment of these suppliers in South East Melbourne is estimated to be in excess of 7,500 people.<sup>1</sup>

## 1.2 The Ford Transition Program and Auto Skills Australia

In response to the closure of Ford's manufacturing operations in Geelong and Broadmeadows the Commonwealth Government allocated \$5.2 million to ASA to deliver the FTP to assist Ford company workers and workers in the supply chain affected by the closure of the Ford manufacture operations at Broadmeadows and Geelong to transition to alternative employment or retirement as desired.

The focus of the Ford Transition Program was to ensure that workers were the best prepared for the transition, whether that be to new employment, small business or retirement.

<sup>1</sup> SEAT Program Overview, 2016, Victorian Department of Education and Training

A key measure of success of the Ford Transition Program was to limit the period of unemployment for workers impacted and to maximise the timely placement of the workers in new employment.

To facilitate the program, ASA established dedicated on-site case managers at Broadmeadows and Geelong and support services that included:

- information sessions
- career advice
- skills analysis
- access to training
- health and wellbeing support
- financial planning
- outplacement services.

ASA has continued to provide services post closure and established three Outreach Centres based in Geelong and Broadmeadows from 10 October 2016 until 30 April 2017. ASA also provides \$1000 extra support (gap funding) to help workers find a job.

A number of governance arrangements were put in place to oversee the Ford Transition Program and facilitate the sharing of information. The Ford Transition Program Steering Committee has primary responsibility and includes representatives from ASA, Ford, unions and State and Commonwealth Government. An operational reference group was also established to ensure the two-way flow of information.

### 1.3 Terms of Reference

---

The evaluation is to provide an independent assessment of and advice on the effectiveness or otherwise of the supports that were offered to Ford workers under the Ford Transition Program, including an assessment of ASA's delivery against its implementation plan.

Key areas to be assessed are to include:

- the effectiveness of services in assisting workers to secure a job, undertake training or pursue their desired pathway
- what has worked well and gaps or areas for improvement in services.

### 1.4 Evaluation methodology

---

The evaluation approach comprised:

- A review and analysis of existing data held by ASA
- Interviews of workers while still at Ford (x30)
- In depth interview with workers already left (x10)
- In depth interviews with workers post closure (x14)
- Interviews with partners (x3)
- Stakeholder interviews (x10)
- Interviews with Auto-Supply Chain workers (x24)
- A hardcopy survey undertaken from October to December 2016 of workers who had left
- A telephone survey undertaken from October to December 2016 of workers who had left
- A follow up telephone interview undertaken in March/April 2017 (5 months after closure).

#### 1.4.1 Interviews with workers and partners

---

ACIL Allen and Wallis interviewed around 30 workers at Ford and with Tier 1 and 2 suppliers as part of *Review of the Response to the Closure of the Automotive Manufacturing Industry* for the Commonwealth

Department of Employment. These interviews provided worker feedback on their levels of satisfaction with the services offered by the FTP and ASA.

Wallis conducted fourteen depth interviews with workers at the Outreach Centres and by telephone since the closure. Three telephone depth interviews were completed with partners of Ford workers.

#### **1.4.2 Hardcopy/Telephone survey of workers post closure: Phase 1**

To obtain firm quantitative data on outcomes, ACIL Allen/Wallis sought to capture and track as many workers as possible post closure. ASA assisted in recruiting workers by:

1. Telephoning and/or sending an SMS to workers and seeking their agreement to participate in a telephone survey.
2. Distributing hard-copy questionnaires to workers when they attended the Outreach Centres.
3. Promoting and encouraging participation at the joint information sessions and at the Outreach Centre.

Once agreement had been reached by workers, workers were contacted to undertake a brief telephone interview. The questions asked are outlined in Appendix A.

In total 466 workers agreed to participate in the survey.

#### **1.4.3 Follow up online/telephone survey of workers**

A follow-up survey was undertaken in March/April 2017 to further assess what resources workers had accessed and their success in securing employment workers or pursuing alternate pathways.

#### **1.4.4 Depth interviews with partners**

Three in-depth interviews were undertaken with partners to gain a better appreciation of issues and their satisfaction with services offered to their partners. Wallis staff attended the Outreach Centre on a number of occasions to recruit partners.

### **1.5 Stage 3: Stakeholder engagement**

#### **1.5.1 Stakeholder engagement**

Around 34 stakeholders were consulted across the automotive sector in undertaking the *Review of the Response to the Closure of the Automotive Manufacturing Industry*. It is planned to survey a further 10 key stakeholders including outplacement providers to assess results achieved and identify any issues.

ACIL Allen surveyed the Reference Group members and also met with them to get their views and comments on the FTP process.

### **1.6 Progress Report outline**

The remainder of this Progress Report comprises:

*Chapter 2—Services offered*

*Chapter 3—Outcomes achieved*

*Chapter 4—The auto supply chain*

*Appendix A—Survey design and methodology: Phase 1 and Phase 2*



## 2.1 Services overview

The services offered under the Ford Transition Program are part of a suite of services offered by car companies and the Commonwealth and State Governments in response to the closure of the automotive manufacturing sector. Supports offered through the Commonwealth Growth Fund included:

- \$5.25 million for Auto Skills Australia (ASA) to coordinate the Ford Transition Program for Ford workers and workers in the auto supply chain to assist in providing services to support the transition of workers into employment or other pathways as the plants close.
- \$15 million new funding under the Automotive Industry Structural Adjustment Programme which provides intensive support through Commonwealth *jobactive* providers to help workers find jobs.
- \$30 million Skills and Training Initiative funded by Holden and Toyota for their employees to recognise their skills and train them for new jobs while still employed.

### 2.1.1 The Ford Transition Program

The Ford Transition Program commenced in June 2013 and will extend to April 2017. Four levels of services were provided under the Ford Transition Program:

#### **Support, counselling and information referral**

- information sessions on services and job opportunities
- health, wellbeing services and counselling for workers
- financial services

#### **Careers and training advice**

- assessment of skills, qualifications, strengths and experience, knowledge and interests
- career advice and guidance in finding an alternative career path
- advice on training options

#### **Skills recognition and training**

- formal skills assessment and identification of skill gaps and upskilling options
- access to recognition of prior learning
- support for language, literacy and numeracy (LLN) and computer literacy training
- financial assistance to undertake training through Commonwealth and State supports
- licencing and other tickets such as white card

### Job search assistance

- resumé and job application support including interview skills
- access to intensive outplacement services and referrals.

A key element of the Ford Transition Program has been the provision of individual case management assistance to workers.

### 2.1.2 The Automotive Industry Structural Adjustment Programme (AISAP)

The Department of Employment manages the Automotive Industry Structural Adjustment Programme (AISAP), a demand driven programme aimed at providing additional assistance to retrenched workers through the *jobactive* network. Additional funding of \$66.9 million over 10 years was provided in response to the closure of the auto manufacturing sector and approximately 5,000 employees have been assisted through this programme since 2008.

AISAP provides redundant workers from eligible automotive manufacturing companies (including component suppliers) with intensive employment support under Stream B, including case management and funding for employment support of \$850 (compared to \$300 in Stream A) and a top-up of \$450 to bring total support to \$1300.

To receive assistance a worker must register with a *jobactive* provider, and can do so three months prior to the closure of the car company or auto supplier but no later than six months after the date of their redundancy.

An automotive worker needs to present a letter of redundancy to qualify for Stream B support. The employment support services include help with:

- resumé preparation
- job applications
- interview skills
- training to obtain tickets or licences
- work experience
- information on suitable jobs and referral to vacancies
- other assistance to help them find new employment that is best suited to their specific circumstances.

### 2.1.3 Victorian Government: Automotive Transition Plan

The Victorian government allocated \$46.5 million under the Automotive Industry Transition Plan, this was a combination of supports to help businesses transition into new markets as well as initiatives to retrain workers and assist them to find new jobs.

A total of \$8.4 million was provided under the South East Automotive workers Transition (SEAT) package to provide training and job search support in Melbourne's south east, this includes:

- \$4 million for Chisholm and Holmesglen Institutes to up-skill and re-skill retrenched automotive supply chain workers and support businesses to restructure into new opportunities and to help retrenched workers find a job
- \$2 million to establish two new New Skills and Jobs Centres at Chisholm and Holmesglen Institute to provide a one-stop-shop for workers, jobseekers and businesses to access the range of Government support, career advice, referral to other job service services, skills assessments and training plans
- \$2 million to fund Group Training Organisations (GTOs) to employ 250 retrenched mature aged automotive supply chain workers as apprentices and trainees.

An important part of the SEAT program was to engage with auto supply chain and potential employers. The SEAT manager would engage with a prospective employer and identify the skills needs and then work with the Skills and Job Centres to develop a training plan for workers. Supports included assistance with resumés and work readiness, links to training and job opportunities.

In addition to these supports, workers and their families are able to access existing services provided by the Commonwealth and State Governments through career centres, *jobactive* providers, state government training and employment programs. For employers the Victorian Government provided

incentive payments up to \$7,000 for businesses employing retrenched automotive workers, with up to an additional \$4,000 for employers who provide workers hired under the scheme with accredited training.

## 2.1 ASA's performance against implementation plan

ASA were required to deliver a range of services under their agreement with the Department of Education and Training.

While the Ford Transition Program officially commenced in June 2013, the Implementation Plan was finalised in May 2015 and the key aim of the FTP as stated in the Implementation Plan is to:

- *maximise the capacity for exiting Ford workers to find meaningful employment once they have left the organisation. These objectives may include retraining to lift a persons overall skills base or training to equip them for a new occupation where their existing skills are more broadly redundant. The project aims to make the transition process as seamless as possible with sufficient industry and personal supports to limit work separation stresses.*
- *transition as many workers as possible into long-term meaningful jobs and careers.*

The Implementation Plan focussed on eight key performance areas and measures of success as outlined in Table 2.1.

**TABLE 2.1** KEY PERFORMANCE AREAS IN IMPLEMENTATION PLAN

Task	Assessment	Target/measure
Implementation	– Delivery of services in line with implementation plan	– Compliance with implementation plan
Governance arrangements	– Effectiveness of Governance arrangements	– Steering Committee and 2 Reference Groups
Communication	– Effectiveness of communication with Ford and Tier 1 and 2 Suppliers – Views of Ford Executives and employee representatives as to whether communication is open and transparent	– 40 information seminars
Case management and career advice	– Effectiveness of Case Management and Career Advice	– Providing, or facilitating the provision of, individual case management assistance for up to 1500 Ford employees – Provision of career advice, and guidance and support in identifying alternative career opportunities for up to 1500 workers effected by the plant closures – Number of workers supported and satisfaction with services
Skills assessment	– Effectiveness of skills assessment – Provision and effectiveness of LLN and digital literacy	– Number of workers with a training assessment and training plan and satisfaction with services – 100% of workers requiring LLN support gain access to LLN support 100 per cent of workers requiring access to skills recognition receive access to a skills recognition programs – Number of workers accessing LLN and digital literacy.
Provision of training	– Satisfaction with training	– 100 per cent of workers requiring gap

Task	Assessment	Target/measure
	received	training or retraining are provided access to the service managed through the project
		– Training undertaken and qualifications or licences/tickets attained
	– Access and promotion of RPL	– Access to Recognition of Prior Learning (RPL) assessment for up to 1500 workers
		– Number that have accessed RPL and competencies assessed
	– Provision of gap training	– Number that have undertaken gap training and qualifications attained.
Other services	– Access and satisfaction with health and wellbeing services	– Number that have accessed services and satisfaction with services
Job outcomes	– Provision and satisfaction with job placement and outplacement services	– Employment outcomes and unemployment rate
		– A length of unemployment for workers participating in the project which is lower than that of those workers who do not participate in the project.

SOURCE: AUTO SKILLS AUSTRALIA

The assessment by ACIL Allen would indicate that ASA has underspent in terms of training but exceeded the service delivery requirements in other areas and there has been a very high level of satisfaction by Ford and workers regarding the services offered.

The total budget for the Ford Transition Program was \$5.25 million. An additional \$500,000 of in kind support was originally budgeted from Ford, the value of in kind support increased to \$1.68 million once account was taken of the cost of releasing workers to attend case management interviews, information sessions, job fairs and access other services.

As a consequence of increased in kind support and fewer workers than expected availing themselves to training funds the FTP closed with an estimated surplus in excess of \$1.5 million.

Part of this surplus is due to additional in kind support provided by Ford and others which helped defray costs. In addition a number of free services were provided by organisations such as superannuation fund providers and local councils which also helped to reduce costs. ASA also employed internally LLN case manager and project case managers and this resulted in a significant reduction in costs compared to the sub-contracting of these services. A significant proportion of the underspend appears to be due to the poor take up of services by the auto supply chain as well as the lower than expected call on funds for gap training. This is in part because workers were also able to access support under the Victorian Training Guarantee and the Victorian Government's Workers in Transition Program.

### 2.1.1 Satisfaction with services

A key measure of success is the level of satisfaction of workers with the services provided. The survey undertaken with former employees showed that 85 per cent of respondents (231 former employees) were either satisfied or very satisfied with the services and supports offered by ASA. It is worth noting that the likelihood to recommend ASA to a colleague in a similar situation was found to be an average of 8.2 out of 10.

Interviewees at Ford undertaken as part of the Stage 1 Review of the Response to the Closure of the Automotive Manufacturing Industry highlighted that workers were very pleased with the support provided through ASA.



*"At this point I believe the model that we have that we've been able to set up has been probably one of the better ones.... you know they (ASA) actually understand the role that they play whereas Toyota's model they got people off the floor and put them into a position where they probably don't understand exactly what's required"*

(Ford employee)

*"Without them I reckon we'd all be lost."*

(Ford employee)

*"Yeah I think because they've (ASA) got a job focus at the end of it, and trying to get, or steer people in a direction or assist them to go in the direction of trying to get some of that employment prospects, and I reckon that's a good way to go and it's not necessarily a waste of anybody's money, you know."*

(Ford employee)

*"They've been very helpful, they're giving you an eye opener, what's out there, what to expect, they've brought different companies here talking to us, I think they've helped me out with resumés, with business search on the job that I want to apply for, they've researched it for me and telling me oh this place has got too much work injuries this and that. So they've been pretty good yeah, and I ring them up on lunch time can I come to see you."*

(Ford employee)

*"I think they've (ASA) been pretty good, they've put in, you probably couldn't ask much more from them, you know it's all going to close, and you don't have expect some of this stuff, so once it's all out there, all the assistance you get is pretty handy."*

(Ford employee)

*"...so I've been encouraging, because I think they do a good job (ASA), I've been encouraging my people to go and – and a lot of them have."*

(Ford employee)

Some noted that ASA had gone above and beyond in relation to their customer service and for one Ford employee an interview with a prospective employer was conducted on site.

*"...I like the idea of, the idea of what they did with, Safety Solutions was a company I had the interview with 2 weeks ago, now the employer was more than happy to come out on site rather than we go to them, and had the interviews here. If they could encourage that more, that was a very good initiative, excellent initiative"*

(Ford employee)

Suggestions for improvements to the process were also made.

*"...The only thing I reckon we could have work experience programs, that would've been good, more than anything if they had job placements for us that would've been."*

(Ford employee)



The readily available access to case managers on the ground was something that workers greatly appreciated and the fact that case managers went to great lengths to support and service workers.

### **2.1.2 Governance arrangements**

Ford established the Ford Transition Program Steering Committee to oversee the delivery of the FTP, comprising:

- ASA
- Ford company representatives
- Unions
- Victorian Government
- Commonwealth Government.

The combined structure of involvement of ASA, Ford and the unions working together was critical in ensuring consistent one-time communication that the agreed process was adhered to, and that the dignity and respect of workers was maintained throughout the process. It generated a “we are all in this together” attitude rather than it being seen as a “management schedule” imposed on the workers. The structure facilitated considered decision making having accommodated all perspectives.

Feedback from consultations was that the Steering Committee provided a good mechanism for the sharing of information, and that it has been open and inclusive. The Reference Group was also seen as effective in helping to explain what was otherwise a complex landscape and provide a seamless, single agenda and master schedule to the delivery of services.

Reference Groups were also established at the plant level to ensure that any matters at the plant level could flow up. Feedback from consultations was that this two-way communication enabled the Reference Group to adapt and address emerging issues or gaps as they became apparent.

The Ford Transition Program also had a strong focus on the collection of data with information provided to ASA on a monthly basis on workers who had accessed services and the number of people at each information session. ASA also tracked workers through the job search process and data from outplacement providers mapping details of the industries and companies that workers have moved to.

### **2.1.3 Communication**

A key factor underpinning the successful engagement that ASA had with Ford employees was the case management approach and efforts they made on the shop floor in building a relationship with workers and gaining their trust.

At the commencement of the Ford Transition Program ASA faced some reluctance by workers to engage, this is in part because ASA had initially located near management’s offices and was perceived in this light. To build a closer relationship with worker ASA maintained an ongoing presence in the staff canteen and through informal engagement on the shop floor ASA; this was important in gaining the confidence and trust of workers.

ASA also developed an open and close working relationship with Ford executives and shop floor representatives as well as the unions. This was important in terms of communicating and engaging with workers, in alignment of program delivery and in ensuring transparency and accountability. This engagement with senior shop stewards, site supervisors and team leaders and ‘recruiting’ champions on the shop floor was an important part of the engagement strategy which underpinned the provision of supports, counselling and information to workers.

*“you need to be able to relate to people – these are very important skill sets that people, you don’t find those everywhere so they need to be very specific in their skill sets and they need to understand what’s required to manage that and facilitate that process and that’s what fortunately we’ve been able to access with ASA with <name> and <name> so that’s an important part of it I believe. They’ve been able to build up a relationship with people on the shop floor.”*

(Ford employee)

*“Yeah myself, (name) my supervisors, the three of us ensure that we give our guys just a bit of coaching and a bit of mentoring and make them aware that hey the service is there for a reason, make the most of them.”*

(Ford employee)

As identified in the study *Reviewing the Response to the Closure of the Automotive Manufacturing Industry, Stage 1*, the integration and presence of case managers in common areas such as the lunchroom opened up opportunities for frank discussions regarding training and job opportunities, which were interpreted very positively by the workers. The ease of access to the case manager was also very important.

*“...I bumped into him and I said if I flick you my information can you have a look at it, and he said yeah sure. So I did that and then he just said, he responded and he said it might be good to get together, so I said yeah no worries, let me know when you’re available, so we made some time and sat down for an hour and had a chat and went through some of that, he gave me some samples or examples, and we amended what we had to the point that he said yeah that looks much better, I then, I’ve done that on a couple of occasions.”*

(Ford employee)

*“...and just bounce that stuff off him and let him know what things are being talked about out on the shop floor, so that he has the opportunity to have a look, before things start coming directly to him, he has the opportunity to do a bit of background checking and stuff like that.”*

(Ford employee)

*“(ASA) proof read over what I’d done, gave me some ideas of things that I could do differently, there was a couple of jobs that I went for that some of the answers I thought were really wishy washy and I didn’t really know how to answer them, so I bounced those off <case manager> and he gave me some feedback on things that he knew by this time of me and how I could answer those questions, which was good.”*

(Ford employee)

*“There’s no restrictions, even for my team, if they need time during business hours we’ll make the time.”*

(Ford employee)

*“The support service here has been good, emails coming up and back and doing the checks for you and helping you on your resumé, because I’ve sent a lot of emails to (name) can you check this for me, check my cover letter, check this check that, I’ve been a bit annoying but anyway.”*

(Ford employee)

ASA developing the trust of workers was critical to being able to communicate and promote services as workers were more inclined to take advice and obtain information from those they trust. This relationship and trust was also important in continuing to engage with workers post closure through the Outreach Centres and monitoring their progress and outcomes achieved.

Partners also appreciated the ongoing communication from ASA during the post closure period.

*“Like first of all they helped him get a licence for the truck and they go for, they involved him to do that... and they are looking after him, so it's very good... They called, in a week they call him up about twice or three times, what he's doing and what he's going to do for the next day.”*

*(Ford Partner 3, Post Closure)*

The information sessions were generally well received, but there were concerns raised by some employees about the expectations that were raised prematurely at some of these sessions about growth and potential in some industry sectors without the follow up with real job offers.

*“Nobody got a job, like we had Yarra Trams here, and we're maintenance and Yarra Trams had been advertising for maintenance fitters for you know, there's been a few jobs, none of us got a call, we put all our paperwork, resumés and stuff like that.”*

*(Ford employee)*

*“I didn't even bother going, we had, you know CSL, CSL come out here, they said they had hundreds of jobs, they're expanding their plant, no one, there's no, you go on their website CSL are still advertising on Seek but there's nothing here, why aren't we getting anything here, hang on we're in the Broadmeadows district, we're right across the road here.”*

*(Ford employee)*

*“And like these other ones that like I know a lot of people they've done that truck driving, the ... and all that, they've done all them courses, and like you speak to them, no I haven't heard anything, and they said later on I'm pretty sure when we were at that thing that they said we've got jobs and we'll let you know when there's jobs, and I don't see no jobs. Even the rail one, like the guy said to me yeah no worries we'll, there's heaps of jobs, there's heaps of this, there's heaps, and he invited him here.”*

*(Ford employee)*

ACIL Allen, in consulting with workers and management explored the effectiveness of communication at three levels:

- Ford workers
- Tier 1 and 2 suppliers
- Ford executives and employee representatives.

### **Ford workers**

Communication with the Ford workers was extensive and the engagement with workers and information sessions offered was generally well received. ASA went beyond the original implementation plan in providing information to workers on services available and future job opportunities, indeed to the extent that some workers expressed a view that there was an “information overload”.

ASA sessions for workers on services available included financial and superannuation information, employment opportunities, local labour market facts, interviewing skills, training opportunities, government assistance and health and wellbeing.

These information sessions were extremely well received by workers and as a result of the demand in excess of 230 information sessions were held, well in excess of the original target of 40 in the implementation plan.

*“We've actually had over a period of time we've had financial advisors that deal specifically, obviously it's superannuation, we've had all of the different mobs that come in... so depending on who you were with you could go and have a chat to them. And that was the most recent one, and I actually had, I went twice, so the second time was significantly better than the first time... well there was more detail, the first time they allowed a half hour, and look it's difficult, it's not a criticism of the bloke that was*

*doing it, but you know they didn't have a lot of specific – it was more general put it that way, more general.”*

(Ford employee)

*“...so there was a small business person there, ...I do remember sitting there and having a chat about starting up a small business. So again it was something that was a bit left of centre, which I thought was beneficial. Yeah carbon revolution, might've been carbon revolution actually that came down here, the one that I had a chat about in the auditorium.”*

(Ford employee)

*“The on site consultants have been great, plus their mobility in terms of getting out to the areas and making contact with all employees. The wide range of information sessions and the contacts made with employers that can offer jobs. “*

(Ford employee)

Workers also appreciated the different ways that ASA would provide information and communicate.

*“SMS, ring me sometimes, wasn't very often, only when something very important is going to happen they call us, they call me. Other times way of they communicate with us is they come personally to our area and they bring some pamphlets, some information about jobs, and we have a board there, they always keep that board full of information about jobs, and yeah they're very helpful, I would say you know for me they did an excellent job” –*

(Ford employee, Post Closure, Stage 1)

### **Tier 1 and Tier 2 suppliers**

Despite significant efforts, the communication and uptake of services by Tier 1 and 2 suppliers has not been effective with a very low uptake of services prior to the closure of the plant in October 2016 and post closure through the Outreach Centres. One of the reasons for this appeared to be the absence of same (as Ford) level of strong management involvement in the process within the auto supply chain.

### **Ford executive**

ASA worked very closely with the Ford executive to the extent that the Ford Transition Program was embedded in the project plans developed by Ford management—the so called ‘master schedule’ of the car plants. A detailed project plan was then developed with key metrics and reporting back to the Steering Committee in terms of activity and outcomes.

#### **2.1.4 Case Management and career advice**

The use of a case management model and provision of dedicated case managers on the shop floor was considered by all consulted as critical to the effectiveness of the FTP and proved to be very effective in communicating and engaging with workers. The experience from other closures has been that it is not possible to give ‘blanket advice’ and there is a need for a one-to-one discussion between the worker and a case manager.

The advice provide by case managers included:

- Skills analysis and assessment, particularly LLN
- Funding available for gap training
- Scheduling information sessions
- Career advice, often assisted by looking at the worker’s “hobbies”
- Referral to training and other services
- Preparing resumes and cover letters.

It was important that the case managers “were not seen as part of Ford HR”. Frank conversations occurred because the case managers were accepted by the workers as having a high level of

empathy with and understanding of the shopfloor environment, as well as being trusted in maintaining the “confidentiality of case files”.

Case managers also helped in sorting out for workers a perceived duplication of and confusion in the range of support services, within and across levels of government.

The key skills that the case managers exhibited were:

- Communication – being able to draw information out from the worker and dealing with the worker’s aspirations
- Experience – in knowing how the job market works, as well as the range of government programs available.

The engagement with case managers was greatly enhanced by case managers being readily accessible at the plant and in areas such as the lunch room.

ASA had two case managers based at Broadmeadows and one at Geelong. In addition the Program Coordinator was available on site as well as LNN workers.

In total 926 workers participated in an initial case management session with a further 3,627 individual follow-up case management appointments.

Ford allowed staff to talk to case managers by appointment during work time, which was very important in facilitating engagement and was a considerable investment by Ford of in excess of \$600,000 in supporting the transition of workers.

Workers and Ford management that were interviewed all spoke highly of the case management offered by ASA.

*“The case management work undertaken by ASA has been one of the strongest contributions. the accessibility of the case management staff and the diligence with which they have assisted impacted workers make informed choices”*

*“The onsite support on a daily basis was terrific and in particular <case manager> and <case manager>. The whole ASA Team headed by < name> have been terrific to work with.*

(Ford employee)

*“...I’ve had quite a few chats with (name) because he’s just kind of next to me and we would always kind of you know seeing him every day, so have a few chats with him about different things, he’s been really good, yeah he’s been great.”*

(Ford employee)

The case management approach allowed flexibility to deal with the particular needs or interests of workers, in some cases this meant providing encouragement or support or simply help in filling out paperwork.

*“..there was all sorts of applications and he helped me through all that sort of process, I had to get a student ID number and all these sorts of little things, you know, stuff that I haven’t had to do for 20 odd years or so.”*

(Ford employee)

*“...he is a teacher and he helped me a lot, he even stayed back like sometimes half an hour or an hour if I needed, when I was really stuck on some subjects. And he was, I don’t think, if it wasn’t for him encouraging me and telling me no you can do this, you just have to do it, I wouldn’t be able probably to finish. And he was such a helpful person yes, even when I was stuck I was calling him and he said I’ll make sure I go and see you when I have time, so he was great.”*

(Ford employee)

Feedback from some of the workers was that the aspect of the service they appreciated most was the encouragement to consider different career opportunities and the transferability of their skills; this was a key feature of the career advice and counselling offered by case managers.

The acquisition of interviewing skills was also considered to be valuable by many workers. Many had been in the one or same job for many years and had little experience in applying for new positions. Videoconferencing was found to be particularly effective and, in hindsight, should have been offered earlier.

*“.... I think the additional help could be doing like you know simulation of interviews and exploring people’s weaknesses you know, because they’re going to be confronted to reality outside which Ford has been very, very compassionate and very, very good company to us. In certain ways it didn’t help us you know because we’ve been spoiled here, but no it’s a way of saying you know” –*

(Ford employee, Post Closure, Stage 1)

### 2.1.5 Skills assessment

Turn2Workforce Solutions were contracted by ASA to undertake a skills assessment with workers to assess their current formal qualifications, skills and opportunities to undertake a recognise competencies they have achieved through experience and prior learning.

A Recognition of Prior Learning (RPL) process was undertaken for 900 workers regarding competencies in two Certificate III manufacturing courses.

Based on the skills assessment workers were counselled and a training plan developed based on skills gaps and the worker’s future work aspirations. Training was undertaken in a wide range of fields based on an employee’s skills, perceived job opportunities and his/her personal career plan.

### 2.1.6 Provision of training

Workers are able to access training support through the Victorian Training Guarantee VTG) as well as the Victorian Government’s ‘Training Support for Retrenched Workers’ (TSRE). ASA also provided \$1000 in gap funding to assist workers in gaining new qualifications, skill sets, skill recognition and funding the gap in gaining other qualifications. In addition Ford provided \$1000 funding to workers covered by their Social Plan under their Enterprise Bargaining Agreement and this funding could be used for outplacement services or training.

The FTP was focussed on providing pre-closure support whereas many prior programs have been aimed at supporting workers after retrenchment. It was important therefore, especially with the long lead time to closure for training services to gear up during transition, not after.

A total of 599 workers received ASA training support through gap funding, to obtain a broad range of skill sets and qualifications including:

- Cert IV in Training & Assessment
- Cert III Telecommunication Cabling
- Cert II in General Construction
- Cert III In Business Admin Medical
- Forklift Operations.

The average funding per worker was around \$500, including \$208,437 for 459 participants at Broadmeadows and \$81,055 for 140 participants at Geelong.

The Implementation Plan included just over \$1 million for training delivery, which includes ‘gap funding’ for training as well as LLN support and was in addition to the funding available under the Victorian Government Training Guarantee and funding from Ford. As at February 2017 only around \$290,000 of the \$1 million allocation from the FTP had been spent on training.



### 2.1.7 Language Literacy and Numeracy (LLN)

Through the Case Management process ASA identified a need to improve the language, literacy and numeracy of many workers, especially those where English was a second language. There were significant language issues in both the OEMs and auto supply chain and the breadth of nationalities represented often required material to be translated into as many as 5 key languages.

The need for LLN training was also flagged by the Skills and Jobs Centres which at the early stages of the program saw a number of workers present for training with poor language and literacy and digital literacy skills. It was highlighted that providing foundation skills was an important part of any transition plan and training in LLN, and that digital literacy was an important pre-cursor to more formal training and offered longer term benefits in transitioning to new employment.

To facilitate the LLN training, ASA engaged a full time LLN practitioner and offered in house training before workers were referred to a training provider for upskilling.

While LLN supports were offered to Ford workers, extending similar supports to auto supply chain was problematic.

Firstly, LLN support to the auto supply chain was not funded under the Victorian Training Guarantee (with some exceptions), nor was it funded specifically under the State Government supports. This was a gap considering the multicultural nature of the workforce and their specific needs.

Also, there was a reluctance by workers in the Auto Supply Chain to engage in LLN training, partly because of the perceived stigma attached to LLN. Many of the workers had adapted and were able to operate effectively to date by relying on supervisors or colleagues to communicate with or were assigned a very narrow range of tasks that did not require extensive communication skills.

A total of 178 workers took advantage of the LLN training, with 94 receiving offsite support.

Consultations with workers and Ford management highlighted that the provision of LLN was a very successful part of the ASA Ford Transition Program. It was extremely well received by workers who found the LLN training valuable in providing them with the foundation skills and confidence to then succeed in higher level training.

*“..the teacher was fantastic, she was so good, and then she sort of like said I could teach you all the easy way, but that’s what everyone does, I want you to know what is behind, we go, we take different roads but end up at the same place, but you know more this way. And it was hard but I really enjoyed it. And as well this course that I did for the aged care, taught me a lot, because I have to read a lot to answer all the questions, so my English improved a lot.”*

(Ford employee)

Ford management also saw significant benefits from the LLN training.

*“The LLN program has been one of the success stories, both in terms of recognising that this is a key aspect that needed to be addressed, then in getting the buy in from many, if not all, employees that would benefit..”*

(Ford supervisor)

*“LLN support has been great throughout and the links with the RTOs has led to excellent training support.”*

(Ford supervisor)

### 2.1.8 Digital literacy

The Ford Transition Program provided training in digital literacy from the outset which included upskilling in the use of computers, the internet and email, social media and basic word processing, spreadsheet applications. A total budget of \$80,000 had been allocated for the provision of this training.

ASA developed a unique program where each worker was provided with an 8GB USB which contained a template CV and cover letter and other career information. This was used as a

mechanism to encourage the use of computers for those who were not computer literate. At the time of retrenchment workers had their completed CV and 2-3 cover letters and other information on their USB.

Unfortunately there was not a strong uptake in digital literacy training which is in contrast to other car companies, such as Holden, which experienced very strong demand with dedicated training rooms set up at their Transition Centre. In total only 90 workers accessed digital literacy training including 60 from Broadmeadows and 30 from Geelong.

*"No I believe the program has run extremely well. I would have liked to see more employees involved in digital literacy training but this has been offered with limited take up."*

(Ford supervisor)

The digital literacy training was well received by those workers that had completed.

*"And I also did last year introduction to computers through them because I didn't know much, and every time you ask the kids you know the answer, this this it's easy mum, yeah. And then yeah I was glad I did, it was hard work as well."*

(Ford employee)

*"...and some didn't have computers and now they've bought computers or they use their kids computers, .... I quote one member...he said to me that he can communicate with his granddaughter now on Google and this and that, where that was a pipe dream earlier."*

(Ford employee)

The provision of digital literacy service to companies in the auto supply chain was again more problematic. Small suppliers do not have "transition centres" or the on-site resources or facilities and therefore mobile and off site options have had to be implemented. That said Hudson's worked with employers in the auto supply chain and provided advice and assistance in helping workers to set up a LinkedIn profile, which was valued by workers who recognised the importance of having a professional profile for potential employers to access.

### 2.1.9 Health and wellbeing services

The Ford Transition Program also supported workers and their families with a range of health and wellbeing services including mental health support.

ASA focussed on "cultural change" programs at Ford and commissioned a service provider in Geelong to deliver resilience programs aimed at assisting workers with transitioning and how to cope with their next job. This included awareness about needing to be more independent and having realistic wage expectations.

ASA also worked with Beyond Blue to provide Crisis Counselling to workers on site at Broadmeadows and Geelong with the use of a bus that would visit the sites.

*"Someone come in and ran the course from the government, look a lady did it, look she might've been from Beyond Blue, but it was a very good course, and I learnt just about life in general, not just about Ford, it was a very good course."*

(Ford employee)

*"Beyond Blue come in which was beneficial, sobering but beneficial...you never know, while you think everyone's going okay and you just never – so there's a little bit of that's been spoken to us that you've got to keep an eye on the people who work for you because you never know that they might be struggling and something you know untoward might be coming up, if someone turns up and – and again especially with the equipment that we've got here you want people's minds focussed on the job because then it becomes a safety concern."*

(Ford employee)



Some employees interviewed had suffered bouts of depression and had accessed various services available to them.

*“Just like the counselling sort of thing you know like that really helped me, like I think without it, if I didn’t have someone to talk to it would’ve you know, wasn’t, I wasn’t in a great place, just for a week or two you know, and I just think the counselling helped me....I actually said, they should actually have someone on plant, that would probably be one of the things if I could say have like a counsellor on site, that you could just go in and talk to, so I made an appointment like I got it within I think the next day or so, but if I could say anything to make the place better it would be to have a counselling service on site, or if you know a counsellor could come in where you didn’t have to make an appointment, you just sort of yeah”*

(Ford employee)

*“... so there's a little bit of that's been spoken to us that you've got to keep an eye on the people who work for you because you never know that they might be struggling and something you know untoward might be coming up, if someone turns up and – and again especially with the equipment that we've got here you want people's minds focussed on the job because then it becomes a safety concern. So there has been a lot of, a huge emphasis on that.”*

(Ford employee)

*“Yeah we went to that Beyond Blue, actually went through just a negative time, I think we've all gone through it, and I just went and talked to a counsellor and then they had a counsellor service here and I just went just for a talk, like just it was more like just reassurance and that, and I went to that. Because it was like, just for a while I was just a bit down you know , it sort of hit me like yeah this joint's closing you know and I think more like I realised that at Christmas like this is my last Christmas here, and that was yeah, that was the thing that I got. “*

(Ford employee)

### 2.1.10 Supports for partners

ASA also extended services to partners and encouraged partners to attend some of the evening information sessions where relevant and partners have also been able to access the Outreach Centres.

One respondent was very grateful for the assistance that was provided to her husband pre and post closure especially the provision of training in areas which were outside his skill base.

*“Was really happy with how they re-skilled them, last year they did a lot of courses. Happy with all that. helped him to get his job now. Did a food handling course and it came in handy.”*

(Ford employee partner)

The respondent also appreciated the existence of the Outreach Centres as it provided a ‘safe haven’ for her husband to attend right after the closure. It was an opportunity for her husband to catch up with ex-colleagues and find out about potential opportunities. Most importantly it gave him something to do as well as providing him with additional resources to help with employment.

*“Going there and talking to people (outreach centre).It was somewhere they could go to, he needed fixing up on his resumé and he knew he could get <case manager> to re-write it. Good he could go and get help. He wanted me there, to see what there was. He doesn’t speak very good English.”*

(Ford employee partner)

Many families also attended the jobs Fairs organised by the Commonwealth Department of Employment and these appear to have been very well received.

*“Yeah they did one on ones and you were able to bring them in, you could bring in people with superannuation, financial advisers you know. As I touched on before English is a second language for a lot of people here and having their kids here it would make the person feel a lot more comfortable actually getting someone else to explain things, it works well.”*

(Ford employee)

*"When we had that jobs fair you could bring your family like that, so you can come along, that's probably the only time the family's been involved."*

(Ford employee)

*"I thought it was good (job fair), and I'm actually going to pop along to the one that's happening this week on Monday at the arena, yeah I thought that was excellent."*

(Ford employee)

### 2.1.11 Job search assistance

A key part of the job search assistance provided under the Ford Transition Program included support in the preparation of resumés and applying for jobs, introduction to prospective employers through information sessions and job boards and assistance in navigating on-line job search services as well as *jobactive* providers. In addition to this, Ford provided additional support to access outplacement providers.

ASA engaged an industrial psychologist to work with ASA Case Managers and provide training in the preparation of resumés for workers. A strong focus was placed on identifying transferable skills which could be applied in other industry sectors.

ASA's aim was to ensure that every worker had a resume at closure which they owned and were able to talk to. While *jobactive* providers also had responsibility for the preparation of resumés once workers had finished at Ford, the feedback from industry was that these resumés were largely developed on a template and did not adequately reflect the individual skills and capabilities of workers.

Workers responded well to the supports provided by case managers in developing resumés.

*"...there was a couple of jobs that I went for that some of the answers I thought were really wishy washy and I didn't really know how to answer them, so I bounced those off and he gave me some feedback on things that he knew by this time of me and how I could answer those questions, which was good."*

(Ford employee)

The information sessions on employment opportunities in different industry sectors were also well received especially given that many workers had worked with Ford for many years and had not previously been exposed to other opportunities outside of the manufacturing sector.

*Yeah they have ran seminars, probably last year they were running a lot more seminars about just all various different areas, we had the railroads come in, we had prison guard people come in, Corrections obviously, there was a various amount of seminars they ran – I couldn't go through them all, but I went to a couple of those and they were pretty good."*

(Ford employee)

*"It just sort of opened you up to what it was all about, so if you sort of took that direction what you'd be up against, and it was more personal opinions on if they enjoyed their jobs, if they, just all that sort of stuff. It was also, I don't know who they were, I think they were Journey, Journey came in and they were sort of teaching people about what sort of small courses you could do just to up skill yourself heading into the outside world. And a lot of people out there have taken up a lot of that stuff."*

(Ford employee)

*"They were very helpful, they help us in elaborating our résumé, you know, depending in which areas we want, we need to apply, they give us hints how we can you know have a good résumé, and they always keep in contact with us, we had sessions many times in the centre, explaining, sometimes people employers come there and you know talk about the possible jobs that were available. And these people always were in contact with us, they were very helpful, during all this I think 2 or 3 years, 2 years"*

(Ford employee, Post Closure, Stage 1)

A respondent also appreciated the encouragement and the expectation setting provided by ASA to her husband.

*"They pretty much promised they can get work any time... it might not be the career job that you want, or the dream job, but at least he'll get paid and while we're doing that, eventually we can find you the job that you want, or try and get you the education needed for a specific career that you want... very confident, like you know very confident in what they were saying, really a lot of information they even had a list in front of them showing all the jobs that were available."*

(Ford Partner, Post Closure)

Another respondent mentioned her family were working through the challenges with the change in the nature of work moving from full time to casual.

*"... for him it's harder because he's been employed for 35 years as a permanent, yeah, and 35 years later you go to outside other factories, they treat casual, it's not easy for him, and it's not going to be easy."*

(Ford Partner, Post Closure)

The digital literacy training which included training on searching for jobs online was also valuable and comments from workers as well as survey results highlighted the opportunity to provide ongoing services in this area post closure.

*"Yeah it helpful, but I think it's not enough, so I think that when after 7 October I think I need to learn more about the skill how to apply for the job online and how to look for a job and how to link with the jobactive or something yeah, that is a big skill that I need to learn more."*

(Ford employee)

Some made comments regarding the barriers to access employment opportunities prior to the closure through Centrelink while they were still employed fulltime at Ford.

*"...I've seen a few jobs and they wouldn't let me go for them, because oh you're not on Centrelink, you're still full time employed you can't apply for it, come on man the place is closing, you know you've got your people that want to work and you've got your people that don't want to work."*

(Ford employee)

*"I reckon the government should structure it properly, anyway. Like I've lost a few opportunities like that yeah, because the jobs have been through agencies and they still see you're working at Ford, and I've rang them up and I go something, he goes oh no you're still full time employed, yeah but this is the situation, yeah but you're not unemployed. I've lost opportunities."*

(Ford employee)

In addition to services provided by ASA, the Commonwealth Department of Employment significantly increased the availability and dissemination of employment information, including data on skills and jobs in demand. This information was provided at a national, state and regional level with information provided in the various transition centres, information hubs and notice boards and regular presentations and information sessions made available to workers.

These information sessions were very well received especially the matching of localised data and information regarding the workforce to local employment trends and highlighting the transferability of skills.

Ford, likewise had a number of job boards where information on jobs was updated on a daily basis. The HR managers at Ford devoted a considerable amount of their time linking to prospective employers and networking with local and state Governments regarding localised job opportunities To link into localised job information Ford worked closely with employers and at Broadmeadows over 80 information sessions were facilitated giving prospective employers the opportunity to visit the plant and present to employees.

## 2.2 Post closure services – Outreach Centres

### Outreach Centres

Following the closure of Ford on 7 October 2016, ASA established Outreach Centres at Geelong and Broadmeadows to continue to offer services and supports for former workers.

Two centres were established at Geelong, one at the Cloverdale Community Centre and the other at the Skills and Jobs Centre and at Broadmeadows the former Early Childhood Centre was converted to an Outreach Centre.

The first stage of outreach support until 20 December 2016 was focussed on the provision of information and connection to providers including the three outplacement providers, government services, training organisations, financial and superannuation planners, health and wellbeing providers and community networks.

To encourage participation and engagement and provide informal support for retrenched workers ASA organised barbeques and partnered with volunteer organisations such as the Victorian Men's Shed Association to provide an opportunity for retrenched workers to keep in contact with colleagues and get involved in other activities.

The second stage from 9 January to 30 April 2017 was focussed more on job matching and providing support in terms of job referrals, career coaching, vocational training advice and addressing health and wellbeing issues.

The ongoing support post- closure was a significant component of the FTP and valued by workers.

*"I see the efficient way they have done things, and then still they're helping me... I'm going to have these services for one year, they're going to try help me to find a job, so I think that, I would recommend to anyone this one. ."*

(Ford employee, Post Closure, Stage 1)

### Outplacement Providers

Ford Motor Company also provided funding to engage three outplacement providers to operate from the Outreach Centres and \$1,000 extra funding was available for outplacement services if workers registered by 7 January 2017.

Ford contracted Choice Career Services, Futuretech and Turn2 Workforce Solutions to provide the outplacement services.

Choice Career Services is an outplacement and career transition provider that assists companies and workers through major structural changes. Their focus was to provide support to metal trades, fitters and non trade workers. Futuretech is a joint venture between Holmesglen Institute and the Electrical Trades Union (ETU) Victorian Branch with a focus on the provision of training and outplacement services for the electrical trades. Turn2 Workforce Solutions is a boutique outplacement provider that promotes that provides job placements following retrenchment, their focus was on non-trade workers. A comment on the effectiveness of outplacement providers is provided at 3.14.

There were mixed reviews provided by workers regarding the outplacement providers.

*"<outplacement provider> really good, really good and there's 2 ladies and they are absolutely legends... Yeah they're really, really good, they helped and she goes you know keep calling us, we're here, we're here to help, anything that you want you know"*

(Ford Employee, Post Closure)

*"...<outplacement provider> and <outplacement provider>, I highly recommend, they are fantastic."*

(Auto Supply Worker, Post Closure)

*"They give quality advice, like things from the agency...Quality, yes, they gave him quality...So people looking for a job they can go to any agency, some agencies are very helpful, the people very helpful, I do recommend them "*

*(Ford Employee Partner, Post Closure)*

*"They were very arrogant and I told everybody, I told them too, I told our agencies too, I said I wish I'd go with other ones, nothing. I didn't get nothing out of them, nothing, not even a phone call, nothing, and then apparently new people come in, they text us oh I think someone put pressure on them saying what's going on here, you took the money and you're not doing anything – and they killing themselves here, (Case Worker) and they're doing all the work, nobody else doing anything"*

*(Ford Employee, Post Closure)*

*They're really good (ASA) they're helpful, and then they joined us to these other 2 agencies. <outplacement provider>, they were rubbish.. I got registered with them... they got our monies, \$1000 each employees they got paid for. Then they text us we're going to be here, come and sees us, okay, and I come... She look at me and she goes have you found job yet? I said I come and see you, do you have anything for me, she goes no, I have 400 people here, she's stressing like I have 400 people to look after, there's only 2 of us here, come on you've got to go on the internet, go on the sites to look for the job yourself too, you know we can't just look."*

*(Ford Employee, Post Closure)*

Other workers were confused with having to make a decision to go with one provider over another. Some felt that they needed guidance or some sort of recommendation before making their final selection.



### 3.1 Overview

To assess the outcomes of the Ford Transition Program, Wallis Consulting (Wallis) undertook an extensive survey three months after closure (Stage 1) of around 446 former Ford workers using a combination of Computer Assisted Telephone Interviews (CATI) and paper and pen hardcopy questionnaires which were distributed at the Outreach Centres.

Of the 446 respondents that participated in stage one of the survey, 367 (82.3%) agreed to be contacted again in three months time.

In March 2017, Wallis reached out to those that agreed to be followed up in Stage 1 to ascertain any changes in their status that may have happened in the previous three months. In total 271 interviews were achieved from that Stage 1 cohort. Of the 271 completes, 227 (84 per cent) gave their permission to be contacted by Wallis for the third stage to be fielded late 2017. Throughout this report, the data used to compare Stage 1 and Stage 2 are at the cohort level. Meaning the same workers results are compared between stages 1 and 2, unless otherwise stated.

Total production workforce at Ford at the time of closure was 624, of which 517 were released in October 2016.

### 3.2 Sample and data collection

At Stage 1, the evaluation of the Ford Transition Program was a multimode project, with respondents having the option to complete the survey in hardcopy or over the telephone (CATI). The hardcopy questionnaire was distributed by ASA staff to workers who visited the Outreach Centres in Geelong and Broadmeadows since the closure of Ford on the 7 October 2016. Employees were able to complete the survey immediately, or take it home to be completed in their own time. Each questionnaire had a reply paid envelope provided so that all responses remained confidential. A generic box was also provided at each Outreach Centre to ensure confidentiality was maintained during the process. The Stage 1 hardcopy questionnaire consisted of 13 questions and took approximately 5 minutes to complete whereas the telephone questionnaire consisted of 15 questions and took approximately 7-10 minutes to complete with the assistance of a CATI interviewer.

The Stage 2 questionnaire was slightly longer than the baseline survey, taking approximately 12 minutes and was conducted by CATI exclusively. Stage 2 was conducted from 21 March through until 5 April 2017. Respondents who agreed to be recontacted were telephoned and asked to complete

the questionnaire over the phone. The sample was exhausted with contact attempted for all sample members a number of times within the interviewing period.

**TABLE 3.1** FINAL CATI SAMPLE OUTCOMES

Outcome	Stage 1		Stage 2	
	No.	%	No.	%
Complete	318	61%	271	75%
Answering Machine	95	18%	36	10%
Refused	66	13%	35	10%
Language difficulties/ineligible	11	2%	9	2%
Resp not available in survey period	7	1%	3	1%
Appointment	2	0%	2	1%
<b>Unusable Sample</b>				
Wrong Number	19	4%	7	2%
<b>Grand Total</b>	<b>518</b>	<b>100%</b>	<b>363</b>	<b>100%</b>

SOURCE: ACIL ALLEN AND WALLIS CONSULTING

### 3.3 The questionnaire

The initial hardcopy questionnaire instrument for the Ford Transition Survey was developed by ACIL Allen and Wallis and is provided at Appendix 1. It was deliberately designed to be brief (on one page) so that workers visiting the Outreach Centre would be able to participate and complete it in a relatively short amount of time. The questionnaire was also further tested during the hardcopy survey collection phase and some additional questions were included in the final Stage 1 CATI questionnaire. A full version of the CATI Stage 1 survey is provided at Appendix 1. Where the questions in the CATI and hardcopy survey are the same or similar, this report presents the combined data. In some cases, however, the results will not add to 100 per cent if the question was not included in the hardcopy survey.

The Stage 2 questionnaire comprised of additional questions in relation to job seeking and a module on wellness and mental health. The selected questions for the mental health module comprised of the Kessler Psychological Distress Scale (K10) which consists of a bank of ten statements. The questions were created by Kessler for use in community epidemiological needs assessment surveys in the United States of America but has subsequently been validated and used in surveys in several countries including Australia. The K10 are used for the Australian National Survey of Mental Health and Wellbeing and the Australian National Health Survey conducted by the Australian Bureau of Statistics. If respondents displayed any signs of distress during the survey interviewers were able to provide respondents with helplines. A full version of the CATI Stage 2 survey is provided at Appendix 3.

Overall the questionnaire tool remained consistent over the two stages to ensure that changes in time could be tracked.

The tables below are an overview of the key questions which were added and adjusted for the CATI questionnaire for Stage 1 as well as the additions made to the Stage 2 questionnaire.



**TABLE 3.2** STAGE 1: QUESTIONS IN THE CATI QUESTIONNAIRE NOT INCLUDED IN THE HARDCOPY VERSION.

Stage 1 CATI Question No.	
Q8c	How important is it that your new job is close to your home?
Q12a	How important is it that you stay in the same or a similar occupation?
Q13	Have you been to any of the ASA Outreach Centres?
Q14	How many times have you visited the Outreach Centre?
Q14a	Why haven't you visited an Outreach Centre to date?
Q14b	Gender
Q14c	What is the main language you speak at home?
Q14d	What is your highest level of education?
Q14e	Into which of these age ranges do you fall?
Q15*	Would it be ok to call you early next year to conduct a short interview, like this one, to see how you are going?

\*Q15 IN THE CATI QUESTIONNAIRE IS THE SAME AS Q13 IN THE HARDCOPY QUESTIONNAIRE; HOWEVER THE WORDING OF THE QUESTION HAS BEEN CHANGED.

### 3.4 Interviewer debriefing

An interviewer debrief for the ASA Ford Transition Program (Stage 2) was held on Monday the 10th of April, 2017 with two interviewers providing feedback. Overall interviewers felt that the Stage 2 questionnaire flowed well.

Generally interviewers found the lay out of the survey quite simple and relatively easy to get through at a fast pace with respondents.

Most sample members were willing to participate in the second interview due to the familiarity with the study.

Similar to Stage 1, the vocabulary and wording used in the questionnaire was challenging for many respondents where English was a second language and appeared to appreciate the guidance provided by the interviewers.

The interviewers found that some respondents strongly desired an open-ended section within the survey to talk about Employment Services Providers with a number mentioning negative experiences they would have liked to have shared.



**TABLE 3.3** STAGE 2: ADDITIONAL QUESTIONS

Stage 2 New Questions	
<b>Q14*</b>	Last time we spoke your plan was to <RESPONSE FROM STAGE 1>. At the moment which of the following best describes your current situation?
<b>Q2</b>	We note your situation has changed from our previous interview. Could you tell me the reason for the change?
<b>Q3</b>	Is your current job still <RESPONSE FROM STAGE 1>?
<b>Q4</b>	Why are you no longer working as <RESPONSE FROM STAGE 1>?
<b>Q8d</b>	How long have you been looking for work?
	I am now going to read a few statements about working and looking for work and I'd like you to tell me how strongly you agree or disagree?
<b>Q8e</b>	a) I want to work b) I know the kind of job I want c) I have the skills to get the sort of job I want
<b>Q8f</b>	Have you been in contact with an Employment service provider since leaving Ford?
<b>Q8g</b>	Are you registered with an Employment Service Provider?
<b>Q9*</b>	Since your last interview on <DATE OF STAGE 1 INTERVIEW>, have you or are you currently undertaking any additional training or reskilling?
<b>Q12b</b>	On a scale from 0 to 10, where 0 is not at all likely and 10 is extremely likely, how likely would you be to recommend ASA for the services you received to other people in your situation?
<b>Q13*</b>	Since your last interview on <DATE OF STAGE 1 INTERVIEW>, have you been to any of the ASA Outreach Centres?
<b>Q14*</b>	Since your last interview on <DATE OF STAGE 1 INTERVIEW>, how many times have you visited the Outreach Centre?
<b>Q14a*</b>	Since your last interview on <DATE OF STAGE 1 INTERVIEW>, why haven't you visited the Outreach Centre?
	I'm now going to read out some statements about the assistance you received from ASA. How strongly do you agree or disagree that ASA...
<b>Q15</b>	a) Helped you identify your current skills b) Increased your confidence to look for work or undertake training c) Made you more aware of local services that might help you return to work
<b>Q16</b>	Finally, some questions about your physical and mental health. In general would you say your health, including both physical and mental health is... The following questions are about your feelings in the past 4 weeks. In the past 4 weeks, how often did you feel...?
<b>Q17</b>	a) tired out for no good reason b) nervous c) so nervous that nothing could calm you down d) hopeless e) restless or fidgety f) so restless you could not sit still g) depressed h) that everything was an effort i) so sad that nothing would cheer you up j) worthless
<b>Q18</b>	I am going to read out a list of different aspects of your life. Please use a scale from zero to ten, where zero means very unhappy and ten means very happy to indicate how happy you are with each one. How happy are you with... a) your future b) the work you do, at study, at home or in a job c) what you do in your spare time d) how you get on with people in general e) the money you get each week f) your social life g) your career prospects h) your life at home i) your life as a whole
<b>Q19</b>	Before wrapping up, we'd like to invite you to participate in an additional study among past Ford employees. At this stage we are just asking people if they would be prepared to take part. It would involve participating in a telephone interview for approximately 15 minutes. Would you be interested in participating in this telephone interview?

\*MODIFIED QUESTION TEXT

### 3.5 Worker's plans

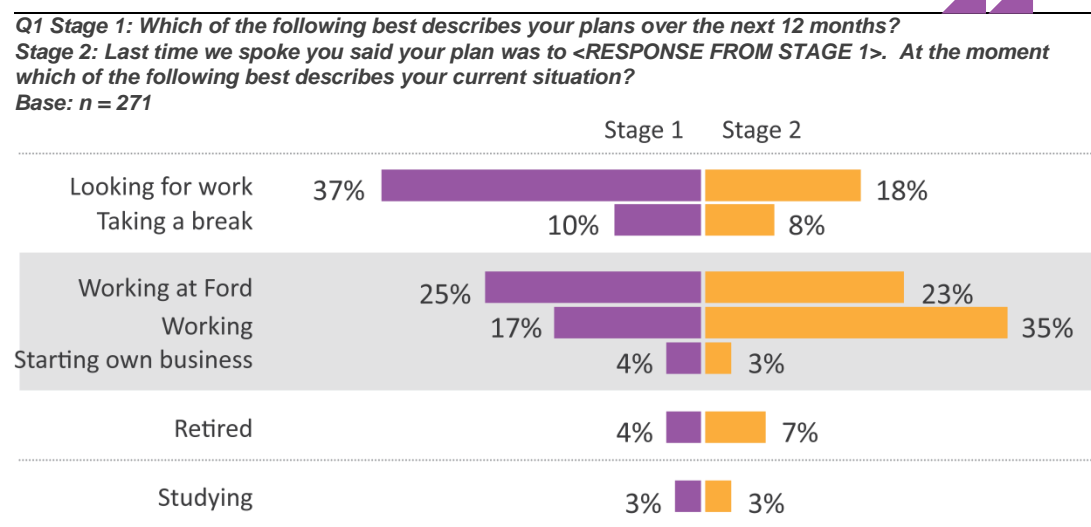
During Stage 1, over a third (37 per cent) of respondents stated that looking for a job was the activity which best describes their plans over the next 12 months. At Stage 2, the looking for work figure had declined to 18%.

This shift in people looking for work, was offset by the change in people working. In Stage 1 combined people working was 45 per cent. This includes people working at Ford, another organisation or starting their own business. By Stage 2 this same cohort had 61 per cent currently working.

Those respondents who had indicated that they would retire increased from 4 per cent in Stage 1 to 7 per cent in Stage 2.

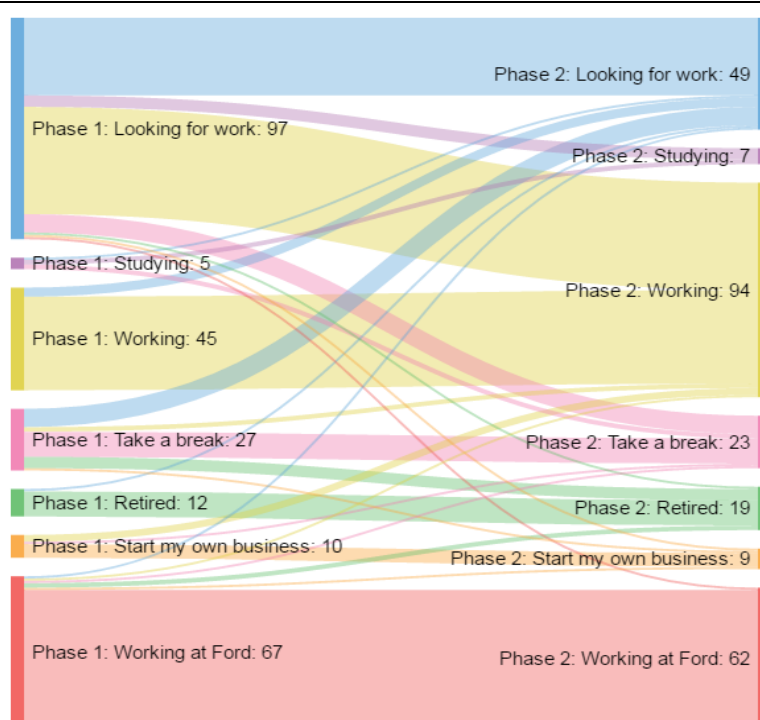
This compares with a survey of Mitsubishi workers following the closure of their engine and assembly plant in Adelaide in 2004 to 2006 which showed that shortly after closure 7 per cent of workers had retired.<sup>2</sup>

**FIGURE 3.1** CURRENT SITUATION



The following chart provides a graphical representation of the changes in career intentions between Stage 1 and Stage 2. The lines reflect the movement between intentions between stages.

<sup>2</sup> An evaluation of the impact of retrenchment at Mitsubishi focussing on affected workers, their families and communities: implications for human services policies and practices, April 2006, Flinders University.

**FIGURE 3.2** SITUATION CHANGE S FROM STAGE 1 TO STAGE 2

### 3.6 Employment outcomes

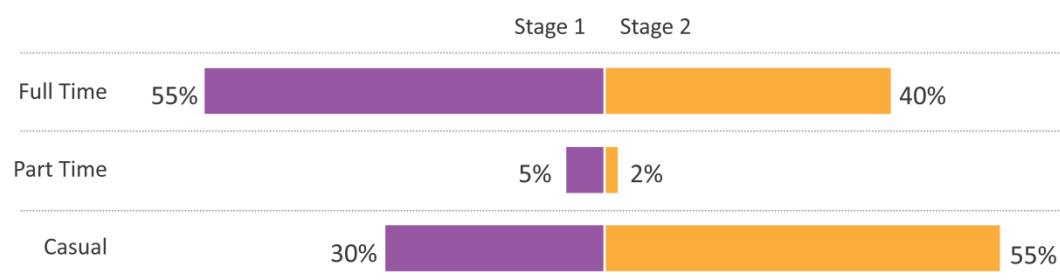
#### 3.6.1 Employment status

Of those who had a job at the time of the first interview, 55 per cent were in full time employment and close to a third (30 per cent) were employed on a casual basis. Only a small number were working on a part-time capacity (5 per cent). At Stage two there has been an increase in casual (55 per cent) compared to fulltime employment at 40 per cent. These figures only include those who were successful in finding a job after their Stage 1 interview.

Based on a longitudinal survey of Mitsubishi workers undertaken by Flinders University after the plant closure in 2008, only one third of the Mitsubishi workers were in full-time paid employment 12–18 months after retrenchment, around a quarter were in casual or part-time paid work and 12 per cent were self-employed. By comparison the employment status figures in this report were based on a survey with respondents shortly after the closure of the plant.

**FIGURE 3.3** EMPLOYMENT STATUS: FULL TIME, CASUAL OR PART-TIME

*Q4 Is your new job... Base: (Stage 1 n = 56 | Stage 2 n = 53)*

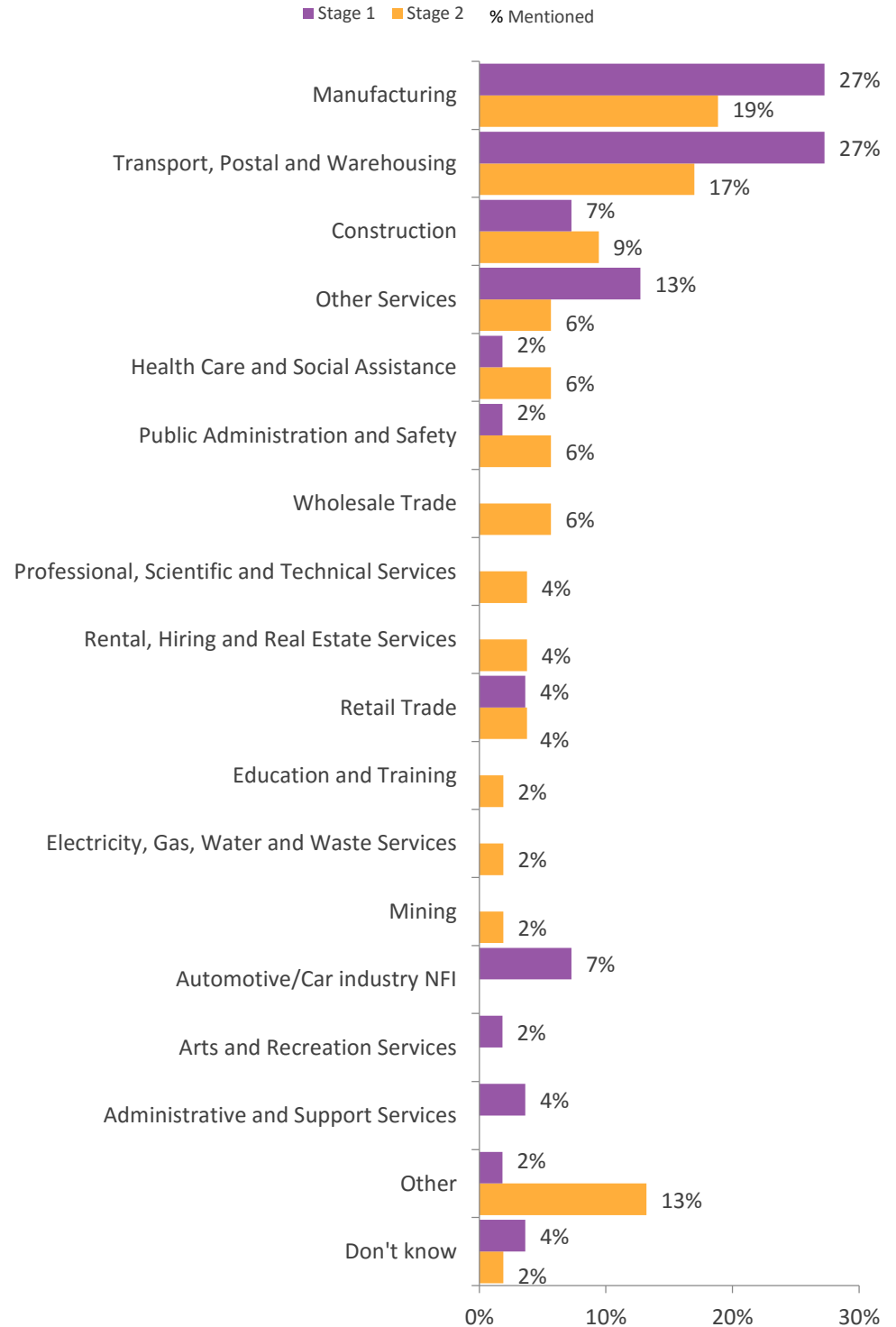


### 3.6.2 Areas of employment

Of the workers who completed both stages of the survey, the manufacturing industry was the most common industry of employment (19 per cent - this does not include those still working at Ford) followed closely by working in Transport, Postal and Warehousing (17 per cent), and Construction (9 per cent).

**FIGURE 3.4** WHICH INDUSTRY IS YOUR JOB IN?

**Q6 Which industry is your job in? Base: Stage 1 n = 55 / Stage 2 n = 53**

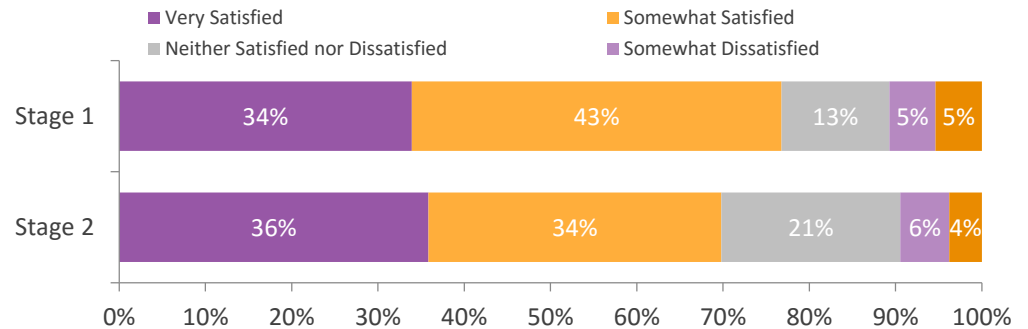


### 3.6.3 Satisfaction with salary

The level of satisfaction with salary has remained consistent between stages with 77 per cent at Stage 1 and 70 per cent at Stage 2 indicating satisfaction.

**FIGURE 3.5** SATISFACTION WITH SALARY

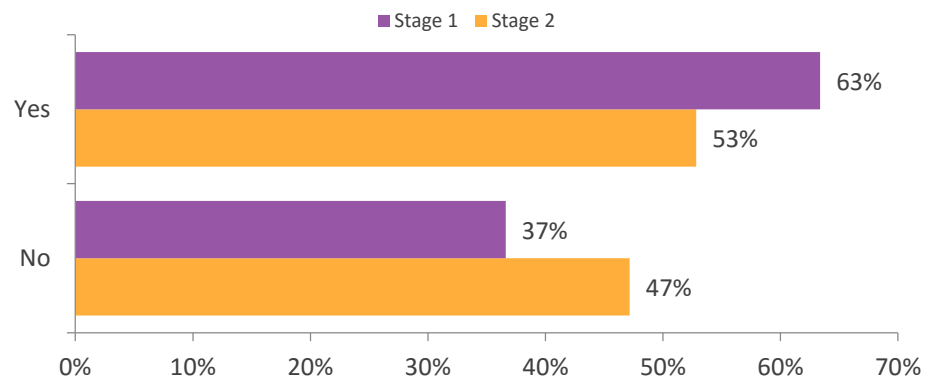
*Q7 How satisfied are you with your salary? Base: (Stage 1 n = 56 | Stage 2 n = 53)*



Of those that are working there has been a 10 per cent decline in the proportion indicating they are available to work more hours.

**FIGURE 3.6** ARE YOU AVAILABLE TO WORK MORE HOURS?

*Q8 Are you available to work more hours? Base: (Stage 1 n = 71 | Stage 2 n = 53)*



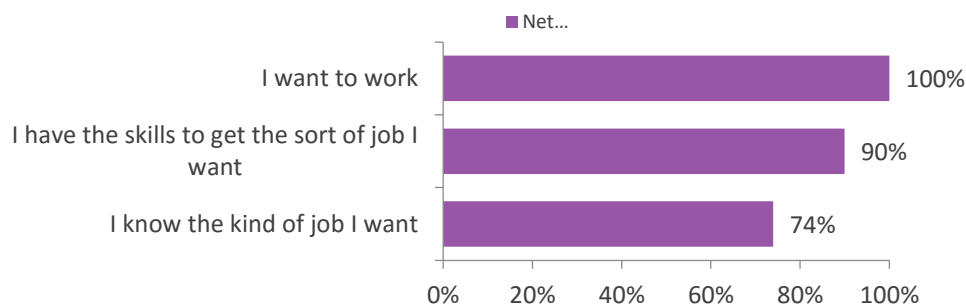
### 3.7 Job Seekers

#### 3.7.1 Work Readiness

The job seekers at Stage 2, have a very positive outlook with 100 per cent indicating that they want to work, 90 per cent believing they have the skills to get the job they want and nearly three quarters (74 per cent) believing they know the job they want.

**FIGURE 3.7** WORK READINESS ATTITUDINAL STATEMENTS

*Q8E I am now going to read a few statements about working and looking for work and I'd like you to tell me how strongly you agree or disagree? Base: n = 50*



#### 3.7.2 Employment Services Providers

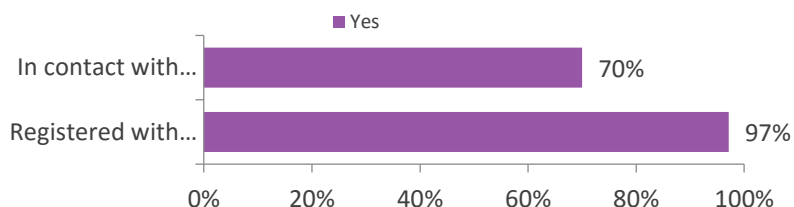
Seventy per cent of job seekers at Stage 2 stated that they had contacted an employment service provider, with 97 per cent of them having registered.

**FIGURE 3.8** EMPLOYMENT SERVICE PROVIDERS

*Q8F Have you been in contact with an Employment service provider since leaving Ford?*

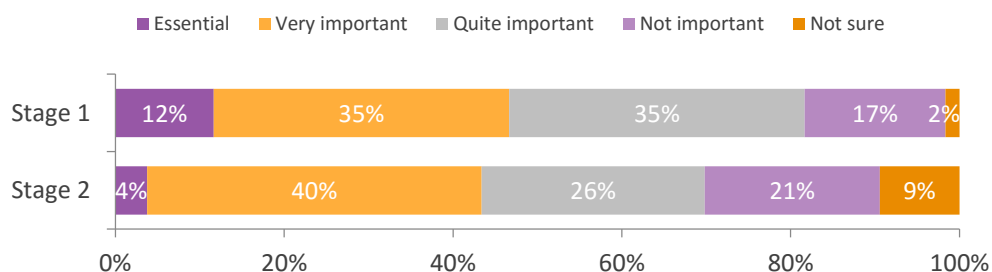
*Q8G Are you registered with an Employment Service Provider?*

*(Stage 2 Looking for Work n = 50)*



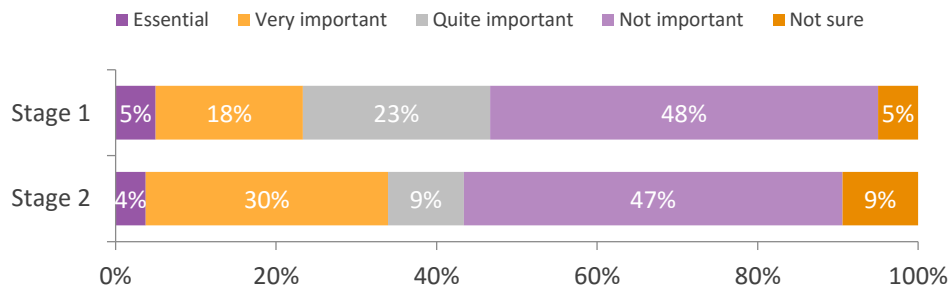
#### 3.7.3 Location of work

The need for working close to home was a priority in Stage 1 with 82 per cent indicating it was important. The importance of location has declined to 70 per cent in Stage 2, indicating that over time respondents were prepared to travel further to find work.

**FIGURE 3.9** HOW IMPORTANT IS IT THAT YOUR NEW JOB IS CLOSE TO HOME?**Q8B How important is it that your new job is close to your home?****Base: (Stage 1 n = 60 | Stage 2 n = 53)**

### 3.7.4 Type of work

A total of 46 per cent believed that it is important to some degree to stay in the same or similar occupation in Stage 1. A similar finding was made in Stage 2 where 43 percent made the same claim. However, within these figures, there was an increase in the percentage who indicated it was very important with 18 per cent in Stage 1 growing to 30 per cent in Stage 2.

**FIGURE 3.10** HOW IMPORTANT IS IT THAT YOU STAY IN THE SAME OR A SIMILAR OCCUPATION?**Q8C How important is it that you stay in the same or a similar occupation?****Base: (Stage 1 n = 60 | Stage 2 n = 53)**

## 3.8 Training

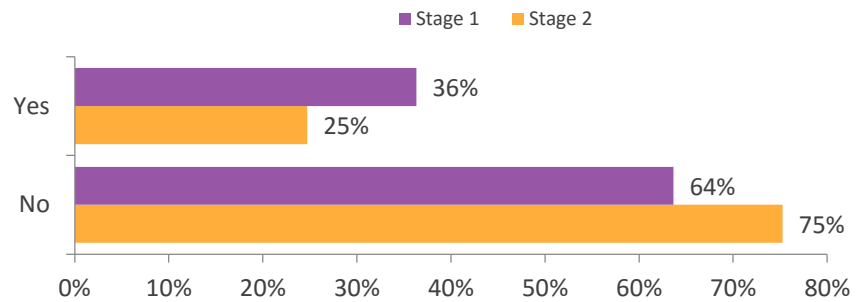
At Stage 1 just over one third (36 per cent) of respondents stated that they have or are currently undertaking additional training or reskilling. By Stage 2 a quarter claimed that they had done additional training since their last interview.

**FIGURE 3.11** HAVE YOU OR ARE YOU CURRENTLY UNDERTAKING ANY ADDITIONAL TRAINING OR RESKILLING?

*Q9 Stage 1: Have you or are you currently undertaking any additional training or reskilling?*

*Stage 2: Since your last interview on [DATE], have you or are you currently undertaking any additional training or reskilling?*

*Base: (Stage 1 n = 256 / Stage 2 n = 271)*





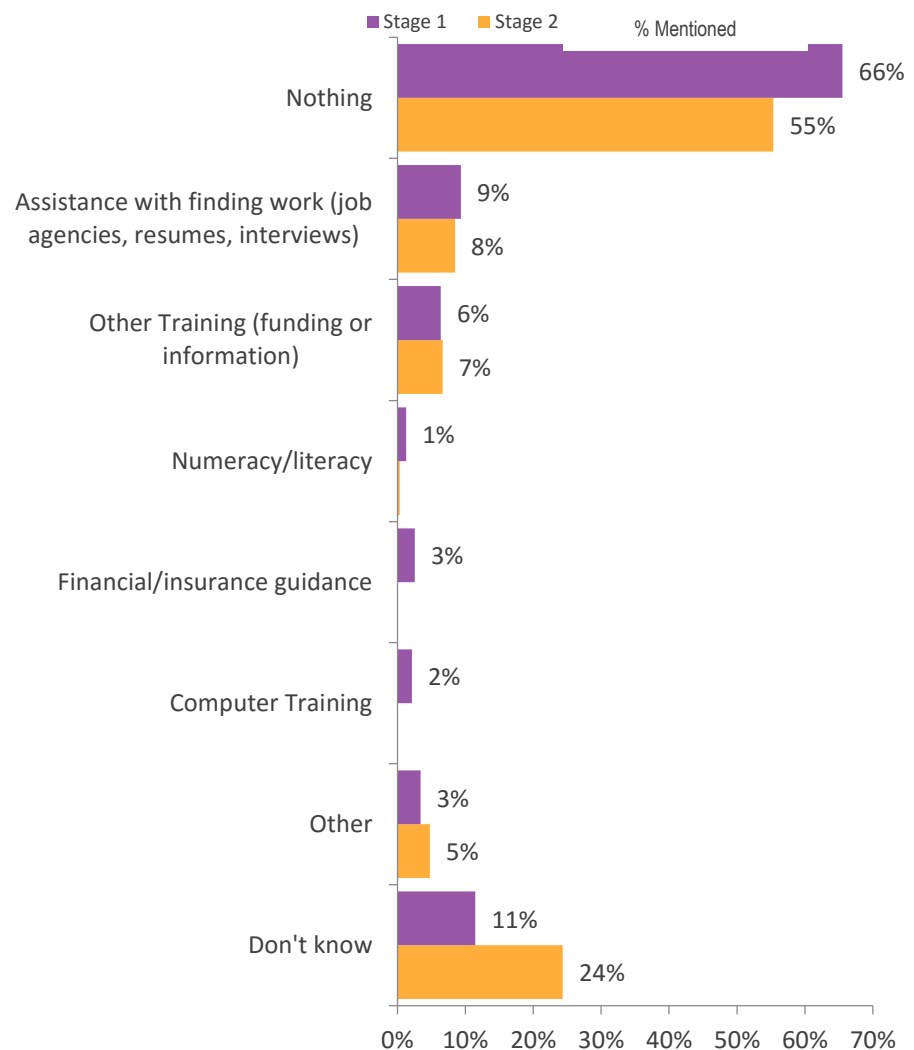
### 3.9 Areas for additional support

Over half across both stages (66 per cent Stage 1 and 55 per cent Stage 2) claimed that they did not require additional help that was not already available during the transition process.

Assistance with finding work was not surprisingly the key area where respondents were seeking further support during Stage1 and this remains the case in Stage 2.

**FIGURE 3.12** WHAT ADDITIONAL HELP DO YOU NEED THAT DOES NOT ALREADY SEEM TO BE AVAILABLE?

*Q11 What additional help do you need that does not already seem to be available?*  
Base: (Stage 1 n = 235 | Stage 2 n = 271)



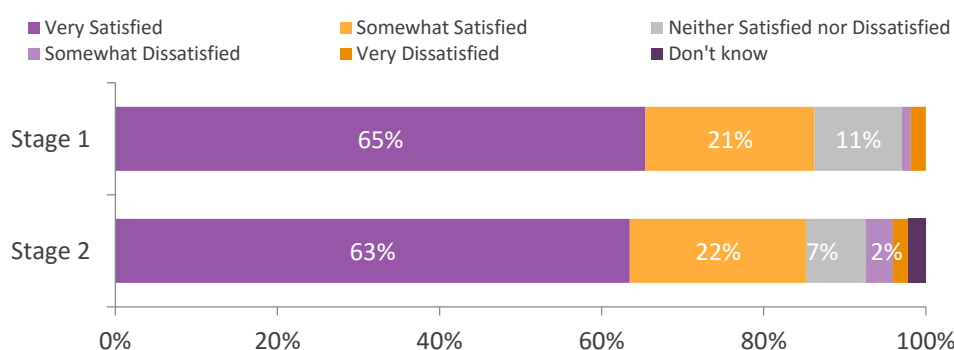
### 3.10 Satisfaction with support provided by ASA

Overall satisfaction with the services and supports provided by ASA under the Ford Transition Program were very high with around 86 per cent of respondents either satisfied or very satisfied in Stage 1. This is echoed in Stage 2 with 85 per cent indicating satisfaction.

It is worth noting that the likelihood to recommend ASA to a colleague in a similar situation was found to be an average of 8.2 out of 10.

**FIGURE 3.13** HOW SATISFIED ARE YOU WITH THE OVERALL SUPPORT PROVIDED BY ASA AS PART OF THE TRANSITION PROCESS?

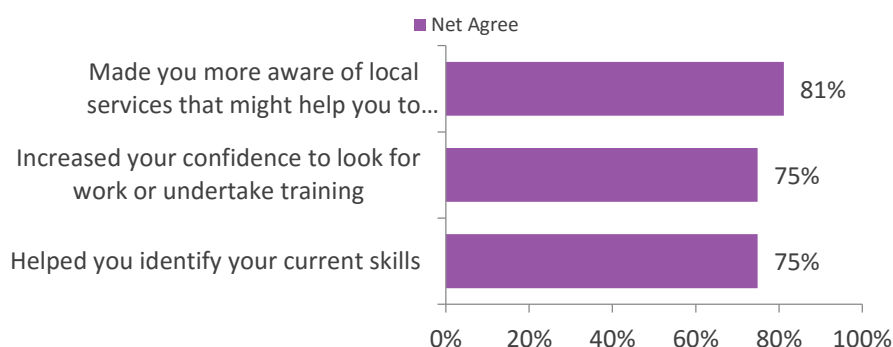
**Q12 How satisfied are you with the overall support provided by ASA as part of the transition process?**  
Base: (Stage 1 n = 269 | Stage 2 n = 271)



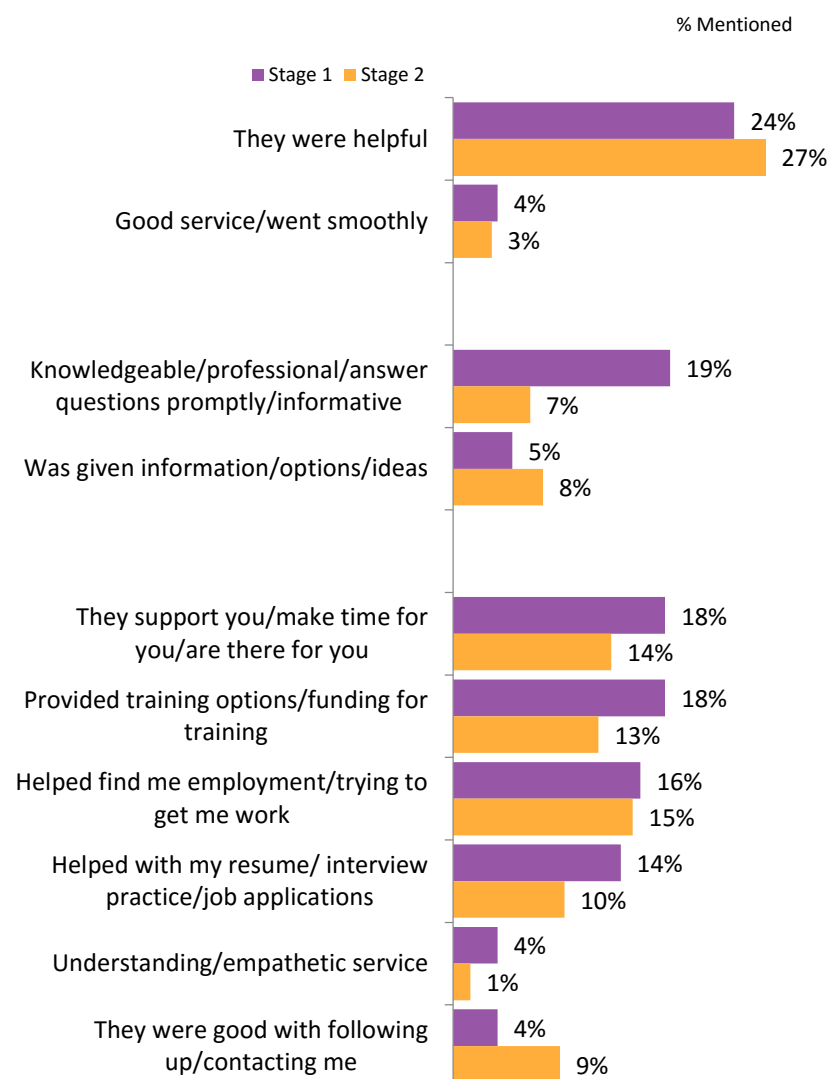
Respondents' perceptions of ASA were generally very positive. They provided high levels of agreement that ASA made them more aware of local services (81 per cent), increased their confidence (75 per cent) and helped them identify their current skills (75 per cent).

**FIGURE 3.14** ATTITUDINAL STATEMENTS REGARDING ASA

**Q15A I'm now going to read out some statements about the assistance you received from ASA. How strongly do you agree or disagree that ASA...? (Net Agree) Base: n = 27**



When respondents were probed about their reasons regarding why they were satisfied with ASA during the transition, customer service, knowledge and support were key strengths.

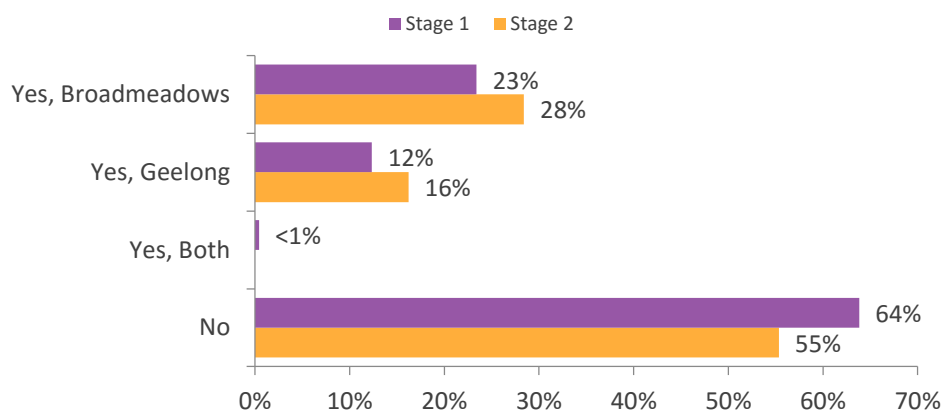
**FIGURE 3.15** WHY ARE YOU SATISFIED WITH ASA?*Q12A Why do you say that?*

At the time of the initial interview 64 per cent had not yet visited an Outreach Centre. By Stage 2, 55 per cent had still yet to visit an outreach centre.

Based on ASA data collected from the Outreach Centres, in the month to 4 November 2016, 729 people attended the Outreach Centres. When this is cross referenced with the survey data it highlights that around 300 of these visitations would have been from multiple visits. As at 31 March 2017, the number of visits to the Outreach Centres (including repeat visits) had increased to 2,192.

**FIGURE 3.16** HAVE YOU BEEN TO ANY OF THE ASA OUTREACH CENTRES?

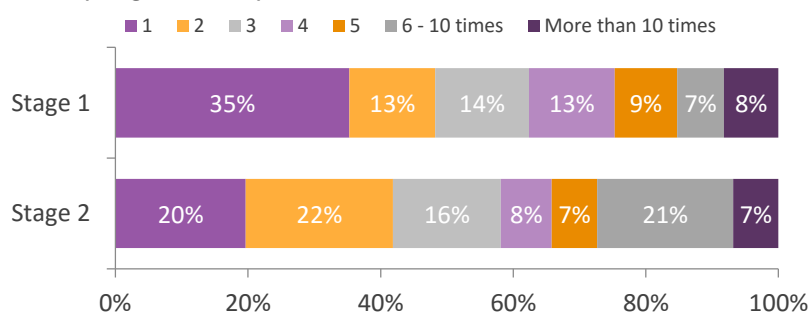
**Q13 Stage 1: Have you been to any of the ASA Outreach Centres?**  
**Stage 2: Since last interview, have you been to any of the ASA Outreach Centres?**  
 Base: (Stage 1 n = 235 | Stage 2 n = 271)



Of those who did visit an Outreach Centre at Stage 1, 35 per cent had made one visit, while 56 per cent had visited between two and 10 times, and 8 per cent had attended more than ten times. At Stage 2 only 20 percent had made one visit, with 74 per cent visiting between two and 10 times and 7 per cent attending more than ten times.

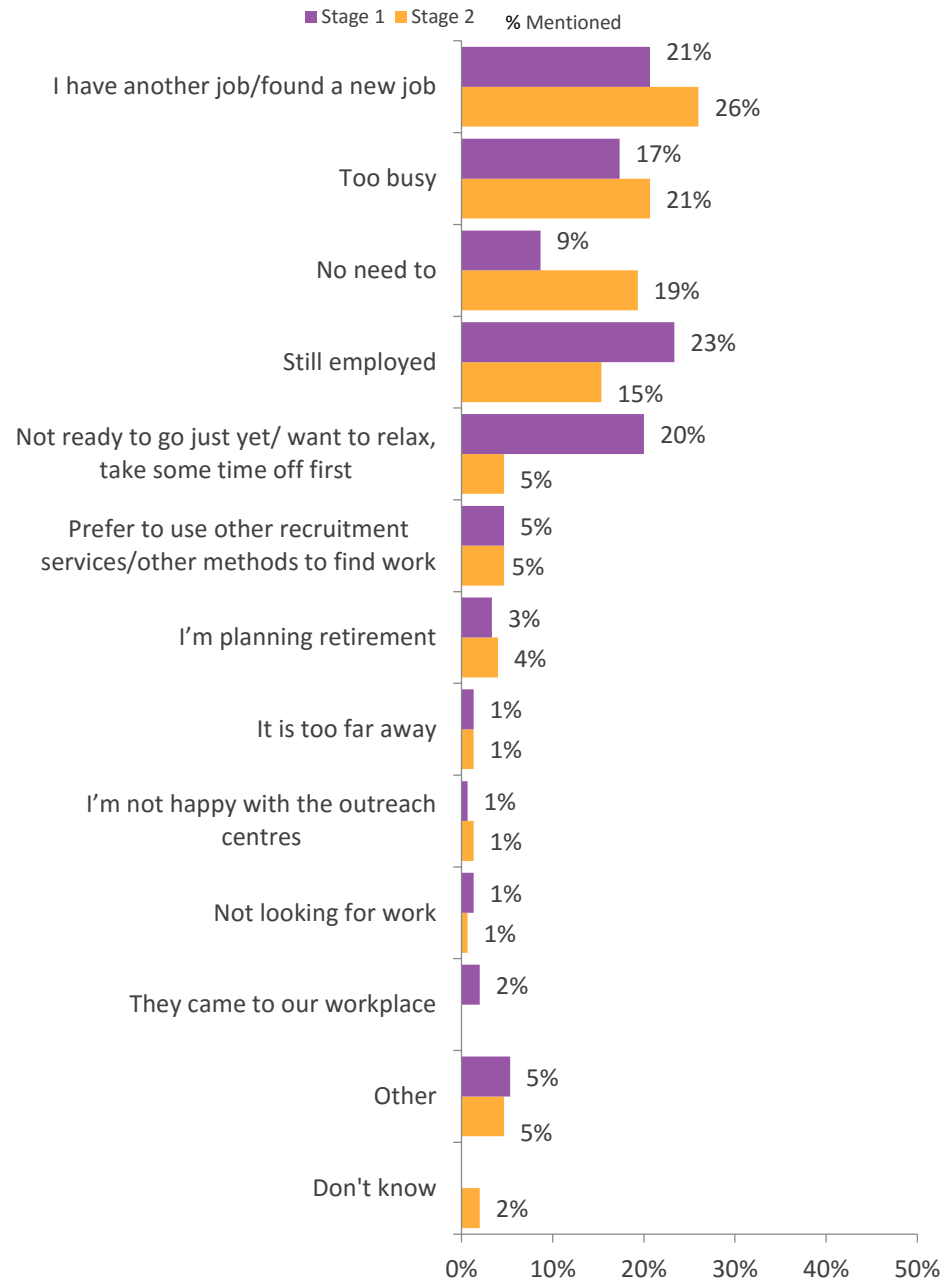
**FIGURE 3.17** HOW MANY TIMES HAVE YOU VISITED THE OUTREACH CENTRE?

**Q14 Stage 1: How many times have you visited the Outreach Centre?**  
**Stage 2: Since last interview, how many times have you visited the Outreach Centre?**  
 Base: (Stage 1 n = 85 | Stage 2 n = 117)



For those workers that had not visited an Outreach Centre, current employment still remains the most common reason for not attending to date (44 percent Stage 1 and 41 per cent Stage 2).

By Stage 2 being too busy was the second most commonly mentioned reason for not visiting an Outreach Centre (21 per cent)

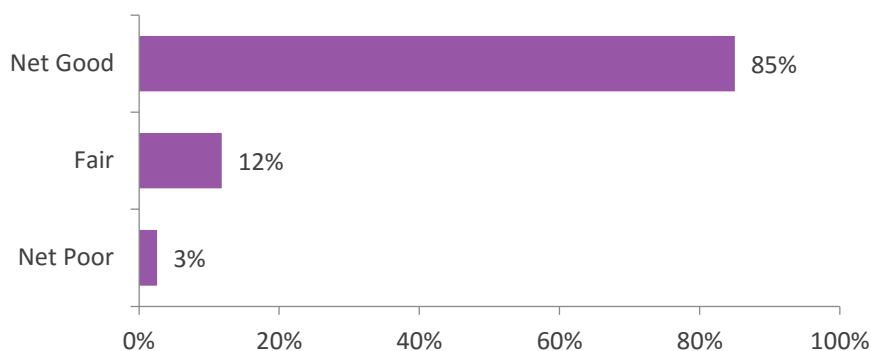
**FIGURE 3.18** WHY HAVEN'T YOU VISITED AN OUTREACH CENTRE TO DATE?**Q14A Why haven't you visited an Outreach Centre to date?****Base: Stage 1 n = 150 | Stage 2 n = 150**

### 3.11 Health and Wellbeing of workers

Overall health and wellbeing is positive with most (85 per cent) claiming that their physical and mental health is either excellent or very good.

**FIGURE 3.19** GENERAL PHYSICAL & MENTAL HEALTH

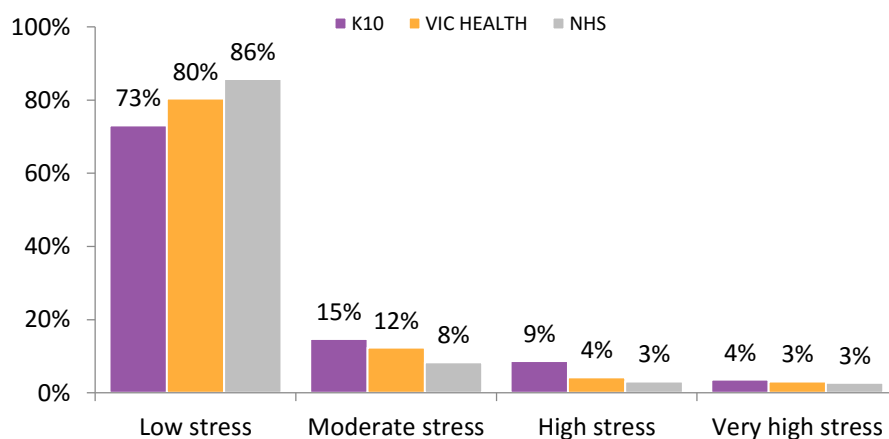
*Q16 In general would you say your health, including both physical and mental health is...*  
Base: Stage 2 n = 271



Compared to other national studies male Ford workers display similar levels of stress with slightly elevated levels in the moderate and high stress categories. Respondents from non-English speaking backgrounds were more likely to be experiencing moderate levels of stress (30 per cent) compared to those with English as a first language (11 per cent).

**FIGURE 3.20** WORKERS FEELINGS IN THE PAST 4 WEEKS<sup>3</sup>

*Q17 The following questions are about your feelings in the past 4 weeks. In the past 4 weeks, how often did you feel...? Base: Stage 2 n = 271*



<sup>3</sup> K10 – ASA Ford Evaluation K10 A(BS)  
NHS – 2001 National Health Survey (ABS)  
VIC HEALTH – 2014 Vic Population Health Survey

### 3.12 Demographic profile of workers

Ninety three per cent of the workforce was male and while 71 per cent had English as their primary language at home in Stage 2.

FIGURE 3.21 GENDER

Q14B Gender Base: Stage 2 n = 235

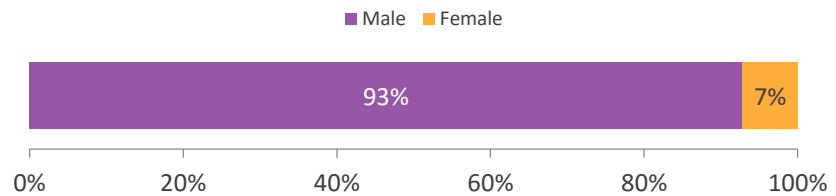
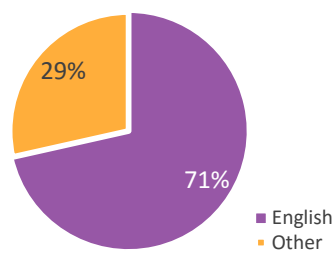


FIGURE 3.22 WHAT IS THE MAIN LANGUAGE YOU SPEAK AT HOME?

Q14C What is the main language you speak at home? Base: Stage 2 n = 235

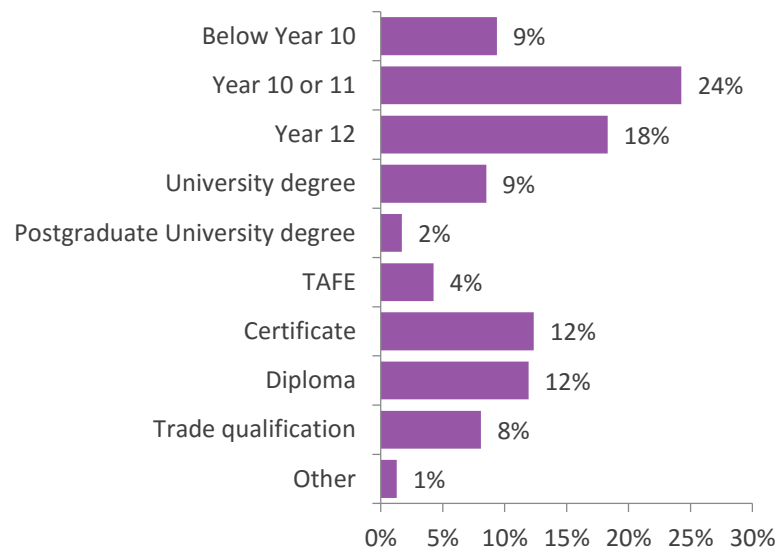


### 3.12.1 Education and qualifications

Just over half (51 per cent) of respondents did not have a post school qualification with 33 per cent finishing school prior to Year 12. Around 36 per cent of respondents had a vocational education qualification as their highest qualification including 8 per cent who had a trade qualification and 12 per cent with a diploma. Around 11 per cent had a university higher education qualification.

**FIGURE 3.23** WHAT IS YOUR HIGHEST LEVEL OF EDUCATION?

*Q14D What is your highest level of education? Base: Stage 2 n = 235*

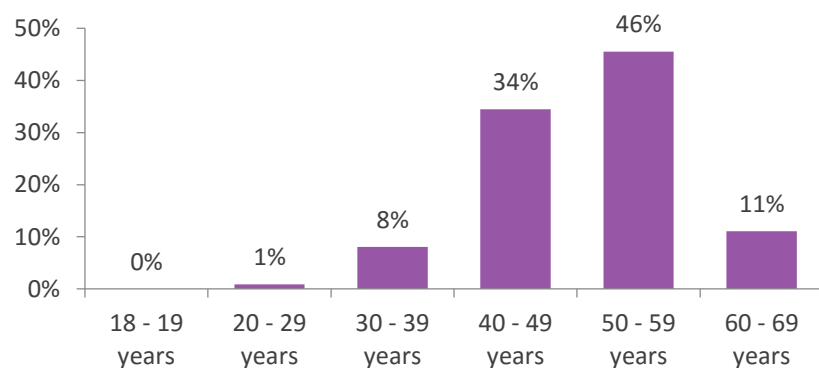


### 3.12.2 Age profile

The workforce at Ford, as with the automotive manufacturing sector as a whole, is relatively senior, with 80 per cent of those interviewed in the 40-59 age bracket and a further 11 per cent falling in the 60-69 age bracket.

**FIGURE 3.24** AGE PROFILE OF WORKERS

*Q14E Into which of these age ranges do you fall? Base: Stage 2 n = 235*



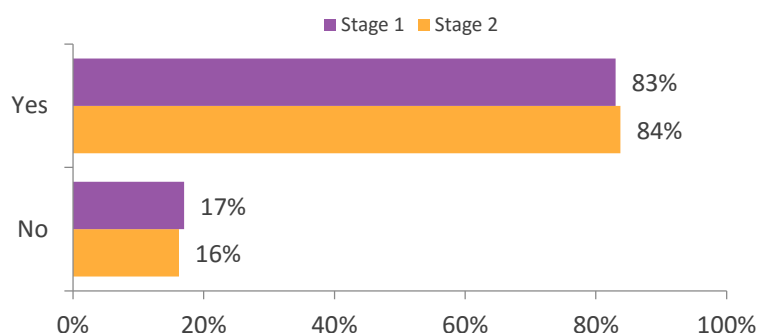


### 3.12.3 Future contact

Pleasingly most respondents (84 per cent) in Stage 2 agreed to be re-contacted to participate in a third interview later in 2017.

**FIGURE 3.25** WOULD IT BE OK TO CALL YOU EARLY NEXT YEAR TO CONDUCT A SHORT INTERVIEW, LIKE THIS ONE, TO SEE HOW YOU ARE GOING?

*Q21 Would it be ok to call you early next year to conduct a short interview, like this one, to see how you are going? Base: (Stage 1 n = 441 | Stage 2 n = 271)*



## 3.13 Effectiveness of outplacement services

### 3.13.1 Outplacement providers

A total of 276 people registered for outplacement services as at 7 Jan 2017. Around 270 former workers had not registered for support. A number of these workers had registered with the *jobactive* network while others were likely to be undertaking alternative job search or not looking to transition to employment.

As at 21 January 2017, more than three months after closure, the outplacement providers had placed 89 former Ford employees into employment. Some 31 of these positions were full-time and 58 were casual or part-time.

The outplacement providers are paid a flat \$1000 fee up front for the sign up of workers and to provide three months of outplacement services and assist workers into new employment. There is no performance basis element to provider's fee with no additional payment if a worker is successfully in securing a job. If a worker is unsuccessful in securing a job after 3 months an additional \$1000 of funding is provided to the outplacement provider for training and additional supports.

The nature of the contractual arrangements with the outplacement providers meant that there was significant competition between providers at the outset to try recruit Ford employees when they first presented at the Outreach Centres. Ford workers reported being confused by the number of providers, and that information was generally not provided to Ford employees regarding what jobs providers had on their books until they registered with an individual provider. ASA took early corrective action to minimise the competition between the providers and provide more streamlined services for workers.

The frequent changes in outplacement services during the FTP also meant that the handover from case manager to outplacement was not always smooth. While the case management process made sure that the worker was very well prepared for a new job if they so chose, there was less confidence that the jobs were available or that the worker would be well connected to the jobs that were available.

## 4

THE AUTO  
SUPPLY CHAIN

## 4.1 Ford supply network

Ford Australia has a large network of around 100 Australian suppliers many of these are based in Victoria. Annual purchases of components, materials and services from its local suppliers is a significant contribution to the economy and in 2013 totalled \$545 million.<sup>4</sup>

It is estimated that in total there are 149 direct Australian suppliers to the car companies, with 85 of these based in the South East of Melbourne supplying Ford and Toyota. These 85 suppliers are estimated to employ 7,500 workers.<sup>5</sup>

Table 4.1 lists some of the key local component suppliers to Ford.

**TABLE 4.1** FORD AUSTRALIA- SOME KEY SUPPLIERS

Company	Product	Location
Venture	Exterior/Interior components	Vic
Dana Australia	Chassis	Vic
Sumitomo Australia	Electrical	Vic
Robert Bosch	Chassis/Brakes	Vic
SWS Australia	Wiring and Intelligent Cruise Control	Vic
Tenneco Automotive/Walker	Exhaust/Emissions Control	SA
Futuris Automotive Interiors	Interior	Vic
Continental Automotive Group	Instrument Panel	Vic

SOURCE: FORD AUSTRALIA

## 4.2 Services offered

The supports available under the Ford Transition Program were also available to Tier 1 and Tier 2 suppliers.

ASA worked closely with key Tier 1 suppliers and were available to provide in house information sessions similar to those offered to Ford workers. Information sheets were also provided to all Tier 1 suppliers.

ASA conducted the first stage of the career training and assessment program to 260 workers at Venture Australia and offered the same to the 30 workers at Dana Australia at Campbellfield.

<sup>4</sup> Submission to the Productivity Commission, Review of the Australian Automotive Manufacturing Industry, Ford Australia, 2013

<sup>5</sup> South East Automotive Workers Transition (SEAT) Program Overview, Victorian State Government, 2016

Independent careers advisors were also engaged by the Victorian Government to provide Victorian employees of the automotive supply chain sector with free personalised professional career planning and reskilling options. The Career and Transition Advice Service (CTAS) can be accessed in the workplace or from a Workforce Development Centre.

Hudson was engaged to provide this career advice and coaching to workers in the automotive supply chain, including:

- career and transition information sessions at companies
- one on one coaching sessions and workshops
- develop a transition/career plan
- undertake a skills assessment
- identify transferrable skills
- identify skills gaps and RPL and re-skilling options.

The program was delivered in three stages—a group career options workshop followed by individual career coaching sessions and then identification of training needs and follow up.

A number of Tier 1 suppliers such as Australian Arrow and Denso established Transition Centres for staff.

A number of depth interviews were conducted with workers from the Victorian auto supply chain pre and post closure. Overall workers were satisfied with the services provided by Hudson and felt that they went to great lengths to assist them.

*“You really want to have somebody that understands you and you know really can give you things back that you really want to know, so in that way she has been really – like she chased schools and you know...for me and so on, been really good”*

(Tier 1 Auto supply worker)

*“With Hudson you get the opportunity to email the consultant that you are dealing with and also you are dealing with – my personal experience I was dealing with the same consultant all the time, so there wasn’t this sort of rehashing of information again, the person the consultant that you started off was usually the consultant you continued with so”*

(Tier 1 Auto supply worker)

*“It’s more than what I expected, because I just expected to get a resume written, so I just expected Hudson’s just to write me a resume and I expected just a professional resume, but they went a step further than that, she actually helped me make up my mind like where to go and what to do, so it was more than what I expected”*

(Tier 1 Auto supply worker)

*“...ASA... it’s very helpful, when we come here to the centre. I think they set up the centre is very good for me – in the first place actually I did not, honestly, I did not feel comfortable, I did not feel that true.”*

(Tier 1 Auto Supply Worker, Post Closure)

*“...but I come here, I think [ASA Case Workers] are fantastic, yeah he’s a fantastic guy, he’s there not only for me, but I can see he can spend time there with the people, he help people, whatever they need.”*

(Tier 1 Auto Supply Worker, Post Closure)

*“..they are nice, they do the best they can to help everyone, they do their best to help everyone. Most people come here they’re happy to come here yeah.”*

(Tier 1 Auto Supply Worker, Post Closure)

Some respondents specifically mentioned the support received when applying for jobs and courses:

*"What they did was give you some good ideas about how to go about looking for a new job, how to go about looking for any courses that you might be interested in doing and some links to government websites and that type of thing and also – they also gave us some ideas on alternative ways of looking for work and just looking at the classifieds, so from that regard I was – it was probably a bit more than what I expected from them that was good, work with work I sort of expected that they would actually do something and what they've done is pretty good so"*

(Tier 1 Auto supply worker)

*"I wouldn't have been able to do it. I wouldn't have, I never thought I was going back to school and doing that certificate, and I was just, needed a little bit of a push and she sort of provided it"*

(Tier 1 Auto supply worker)

*"...very good here, and then when I come here I don't know how to find a job on the computer, so he help me step by step how to get to find a job, and after that I got 2 jobs, I worked for a few weeks and I don't like it, and I quit and I come back again and he said do you like traffic controller, I said yes, and here I am."*

(Tier 1 Auto Supply Worker, Post Closure)

An Auto Supply company tried to address the language and literacy situation within the workplace by contacting third parties to explore the possibility of additional training.

*"I know my manager (name) is speaking to Chisholm who are starting to look at possibly developing an industry wide sort of language and literacy program. I've also mentioned it to Box Hill and we're looking at trying to develop you know conversation classes and those sorts of practical things that would probably be outside of work time, we haven't decided that."*

(Tier 1 Auto supply worker)

### 4.3 Outcomes achieved

Ford has a close relationship with its Tier 1 suppliers and expected Tier 1 suppliers to maintain close relations with Tier 2 and other suppliers in the supply chain. In reality there is little evidence that this "trickle down" effect occurred with very few of the Tier 2 or other suppliers availing themselves of the services offered.

While many Tier 1 suppliers have well established supports and human resource departments, there was much uncertainty amongst Tier 2 suppliers regarding their future and as a consequence workers did not appear to be fully informed regarding the suite of services available.

To assist Tier 2 and 3 suppliers ASA, offered \$400,000 to support up to 400 workers in those companies that did not have an outplacement clause in their Enterprise Bargaining Agreement with resume writing and career counselling. As at February 2017 only eight workers had sought this support through ASA. The very low uptake of this funding likely reflects the challenges that were faced in communicating with auto supply chain workers.

The poor engagement by the auto supply chain is further highlighted by their low attendance at the Outreach Centres post closure. The first month following the closure of the plants on 7 October saw larger numbers of workers attend the Outreach Centres, some on multiple occasions. In the month to 4 November 729 people attended the Outreach Centres but only 39 were from auto suppliers and as at 31 March 2017 only 94 people from auto suppliers had attended the Outreach Centres from 2,192 visitations.

### 4.4 Reasons for poor engagement

While there are a range of reasons sighted for the lack of engagement in the services offered by auto supply companies and auto supply workers prior to the closure of Ford, it is not at this stage yet clear why these companies and workers did not avail themselves to services and funding (of up to \$1000 per worker) post closure. The fragmentation of the supply base and lack of direct communication

channels with workers, many of whom are from different multicultural backgrounds, would appear to be two key factors.

As further insight into this, the *Stage 1 Review of the Response to the Closure of the Automotive Manufacturing Industry* which ACIL Allen undertook for the Commonwealth Department of Employment identified a number of reasons for the lack of engagement by auto supply companies and their workers prior to the closure of Ford. These included:

- a lack of clarity or certainty regarding the future of the company
- the company's reluctance to lose workers at a time when they still have to meet very tight production schedule
- unclear future job opportunities and a reluctance to engage in training until there is a specific opportunity or job for which to train
- many of the smaller Tier 2 and 3 suppliers do not have the dedicated resources in terms of larger HR departments to manage and support the transition of workers
- many workers have not trained for a long time resulting in a lack of confidence to undertake new training.

During the in-depth interviews with the auto supply workers, some thought the poor uptake was due to the uncertainty of a closure date, while others thought it was due to indifference or potentially the workers being 'in denial'.

*"Yeah like well some have started training, we've got some that are really proactive and engaged in training, they've got their plan or they've you know, some have yeah just waiting a little bit until some things are decided but very you know, advanced in terms of what they're doing, but then yeah we've got the others that are, and it might be burying the head in the sand or it's all too overwhelming or we don't know a date so it's too early to start, those sorts of things."*

(Tier 1 Auto supply worker)

*"If the government's got subsidised training go out there and better yourselves, try and give yourself an advantage...we're going to have an additional 5,000 fitters out there looking for work, it's going to become more difficult, so you need to better yourself or make yourself the point of separation from the next person is going to get that job. I can't seem to get that message through, and everyone seems to think they'll be okay, and that to me is a worry for them – I worry for them that they think they'll be okay because I don't think they will be."*

(Tier 1 Auto supply worker)

*"Yeah, actually you know Ford they prepare the people there, their employees for... you know opportunity to have a pathway to get out there yeah. But <company>, no, <company> they just looked after themselves, yeah. We were concerned, we kept asking what happen, what happening, you prepare something – don't worry, don't worry. At the end they just sent a couple of you know groups go in 15 minutes each, or 20 minutes each group, and then we asked if we ask a lot of questions. ...I think they should bring from the ASA sooner other agencies sooner, come sooner"*

(Tier 1 Auto Supply Worker, Post Closure)

*"I think they should come either early last year or in the beginning – because they know already the date, why they don't bring people in? Why don't they prepare? Why don't they give us the opportunity to talk to you know find out something?"*

(Tier 1 Auto Supply Worker, Post Closure)

In the auto supply sector workers were proactively approached for a case management consultation with Hudson and given the choice of case managers

*"So we're going to start just booking people basically in again like we did similarly at the first time, to just see if that sparks some people into yeah, some might've felt that they didn't get a lot from the session so we've obviously allowed people to change their coach, and Hudson have been more than*

*happy with that, if they felt that there wasn't just that click or they didn't get what they wanted out of it, we've said look do you want to see someone else, you know you might – so a few people have and have been really happy with that."*

(Tier 1 Auto supply worker)

Language barriers as well as mistrust of their organisation were also factors in the poor uptake of some services, even with Ford employees.

*"It is the language, because last time I asked him to come here with me and go with me, I will help you, he said can you help me I go with you, but after that he said sorry I don't want to go, he said when he go for tests it take 2 or 3 hours induction, take 3 hours to fill in the form with all the questions, take long time... too much for them yeah, they don't like it"*

(Tier 1 Auto Supply Worker, Post Closure)

*"I think if the genuine company looked after their employees, yeah they should prepare mentally and you know physically or whatever you know, for their employees to cope with this, to cope with the situation. And if they can, because I believe that the government always tried to help...but the companies they take advantage, they use that, and I believe that our package is subsidised by the government too, so the company used that for their own purposes – that is wrong, it really is wrong"*

(Tier 1 Auto Supply Worker, Post Closure)

One of the issues with the transition program raised by one workers was the lack of information about applying for unemployment benefits:

*"How to navigate the unemployment system, because quite frankly I have a gloomy outlook on prospects... Social security, how to navigate through it, I've been working for 30 years and I wouldn't have a clue. I know there's one where I live, but how to navigate it, do I just take a number or? I don't you know, what information do I take, you know what are the benefits, access benefits, how do you – I remember when I went when I was 18, you took a card off the board, I know nothing about that side of the employment system. Is it an app now? I don't know, I practically know nothing about the system."*

(Tier 1 Auto supply worker)

There was also a concern regarding the lack of information for the supply chain workers generally:

*"So you know I think people do know that <company> is doing a lot more than what other organisations are, but I think if we weren't giving that information and giving that support I think they'd be very lost because personally I think there's not a lot of marketing or communication in the wider community about the auto industry closing, what support's there for people."*

(Tier 1 Auto supply worker)

*"...but what's available to people, how they access it and some literature around that that's easy to get I think is sort of something that might need to sort of I guess increase as we get a little bit closer."*

(Tier 1 Auto supply worker)

*"Yes, they <company> give me information but I don't believe them, until somebody told me and I come here and they're very helpful... Because I thought I can find a job myself, yes, that's why"*

(Tier 1 Auto Supply Worker, Post Closure)

## 4.5 Summary

The FTP was highly regarded, with a high level of satisfaction with the services provided by ASA. The model, with a strong focus on case management and the breadth of supports offered has confirmed itself as having benefit not only for Ford, but structural transition in auto manufacturing more broadly and would have significant benefits if implemented in other sectors where a long lead time prior to closure was feasible. The workers who did access the services could not be better prepared, the test, however, will be in the next 3-12 months both in terms of the availability of suitable jobs and whether jobseekers are able to effectively transition to the available jobs especially with the forthcoming closures of Holden and Toyota.



**AUTO SKILLS AUSTRALIA  
FORD TRANSITION PROGRAM  
QUESTIONNAIRE  
Stage 1**

### INTRODUCTION

Good morning/afternoon/evening. I'm (name) from Wallis Market and Social Research a wholly owned and operated Australian company based in Melbourne. We're contacting you on behalf of Auto Skills Australia to ask you to take part in a confidential study about supporting workers through the Ford Transition Project. The purpose is to find ways in which the support provided can be improved for you and others.

Your name/telephone number/contact details were provided to us by Auto Skills Australia. Wallis works within the Australian Privacy Act and anything you tell me will be confidential. The survey takes 5minutes on average.

### MONITORING QUESTION

M1 This call will be recorded and may be monitored for quality control purposes. If you do not want this call to be monitored, please say so now.

DO NOT READ OUT

- 01 Monitoring allowed
- 02 Monitoring NOT allowed

### MOBILE CHECK

#### IF CALLING A MOBILE NUMBER:

SAFE1: I realise I am calling you on your mobile. Is it safe for you to speak now? Can I confirm you are not driving?

(IF DRIVING OR NOT SAFE: I am happy to call you back when it is more convenient for you).



## DO NOT READ OUT

- 01 Safe to take call
- 02 Not safe to take call

**IF SAFE1=2 (NOT SAFE TO TAKE CALL):**

MOB\_APPT: Do you want me to call you back on this number or would you prefer I call back on another number?

## DO NOT READ OUT

- 01 This number (ARRANGE CALL BACK)
- 02 Alternative number (RECORD ALTERNATE NUMBER AND ARRANGE CALL BACK)

Q1 Which of the following **best** describes your plans over the next 12 months?

## READ OUT

- 01 Find a job
- 02 Start my own business
- 03 Retire
- 04 Take a break
- 05 Study
- 06 Found a job (already working)
- 95 Other (specify)

Q2 If you are planning to work, which of the following currently applies to you?

## READ OUT

- 01 I have not yet started actively looking for work
- 02 I have been unsuccessful in finding work to date
- 03 I have been successful in finding work
- 95 Other (specify)

Q3 If you have been successful in finding work, when did you start your new job?

## PROBE FULLY

- 95 (specify)
- 99 Don't know

Q4 Is your new job...

## READ OUT

- 01 Full-time
- 02 Part-time
- 03 Casual
- 95 Other (specify)

Q5 What is your role (your title)?

## PROBE FULLY

- 95 (specify)
- 99 Don't know

Q6 Which industry is your job in?

## PROBE FULLY

- 95 (specify)
- 99 Don't know



- Q6a Where is the company located?  
PROBE FULLY  
95 (specify)  
99 Don't know
- Q7 How satisfied are you with your salary?  
READ OUT  
01 Very Dissatisfied  
02 Somewhat Dissatisfied  
03 Neither Satisfied nor Dissatisfied  
04 Somewhat Satisfied  
05 Very Satisfied
- Q8 Are you available to work more hours?  
01 Yes  
02 No
- Q8b How important is it that your new job is close to your home?  
01 Not important  
02 Quite important  
03 Very important  
04 Essential  
05 Not sure
- Q8c How important is it that you stay in the same or a similar occupation?  
01 Not important  
02 Quite important  
03 Very important  
04 Essential  
05 Not sure
- Q9 Have you or are you currently undertaking any additional training or reskilling?  
01 Yes  
02 No
- Q10 If you have done some training or reskilling or thinking about doing some could you briefly describe it below?  
PROBE FULLY  
95 RECORD VERBATIM  
99 Don't know
- Q11 What additional help do you need that does not already seem to be available?  
PROBE FULLY  
95 (specify)  
99 Don't know
- Q12 How satisfied are you with the overall support provided by ASA as part of the transition process?  
READ OUT  
01 Very Dissatisfied  
02 Somewhat Dissatisfied

- 03 Neither Satisfied nor Dissatisfied
- 04 Somewhat Satisfied
- 05 Very Satisfied

Q12a Why do you say that?

PROBE FULLY

95 RECORD VERBATIM

Q13 Have you been to any of the ASA Outreach Centres?

READ OUT

- 01 Yes, Geelong
- 02 Yes, Broadmeadows
- 03 Yes, Both
- 97 No

**IF Q13 = 97 GO TO Q14A**

Q14 How many times have you visited the Outreach Centre?

PROBE FULLY

RECORD NUMBER (Range 1-100)

NOW GO TO Q14B

Q14A Why haven't you visited an Outreach Centre to date?

PROBE FULLY

95 RECORD VERBATIM

Q14b Gender

- 01 Female
- 02 Male

Q14c What is the main language you speak at home?

- 01 English
- 02 Other (Please Specify)

Q14d What is your highest level of education?

- 01 Below Year 10
- 02 Year 10 or 11
- 03 Year 12
- 04 University degree
- 05 Postgraduate University degree
- 95 Other specify

Q14e Into which of these age ranges do you fall?

- 01 Under 18 years
- 02 18 – 19 years
- 03 20 – 29 years
- 04 30 – 39 years
- 05 40 – 49 years
- 06 50 – 59 years
- 07 60 – 69 years
- 08 70 – 79 years

- 09 80 years or over
- 98 Refused

Q15 Would it be ok to call you early next year to conduct a short interview, like this one, to see how you are going?

- 01 Yes
- 02 No

### CLOSE

Thank you, that was my last question. Once again my name is <INT\_NAME> from Wallis Market and Social Research. The survey has been conducted on behalf of Auto Skills Australia. If you'd like to find out how we manage your personal information, you can view our Privacy Policy on our website at [www.wallisgroup.com.au/privacy](http://www.wallisgroup.com.au/privacy)

**AUTO SKILLS AUSTRALIA  
FORD TRANSITION PROGRAM  
HARD COPY QUESTIONNAIRE FOR OUTREACH CENTRES  
Stage 1**

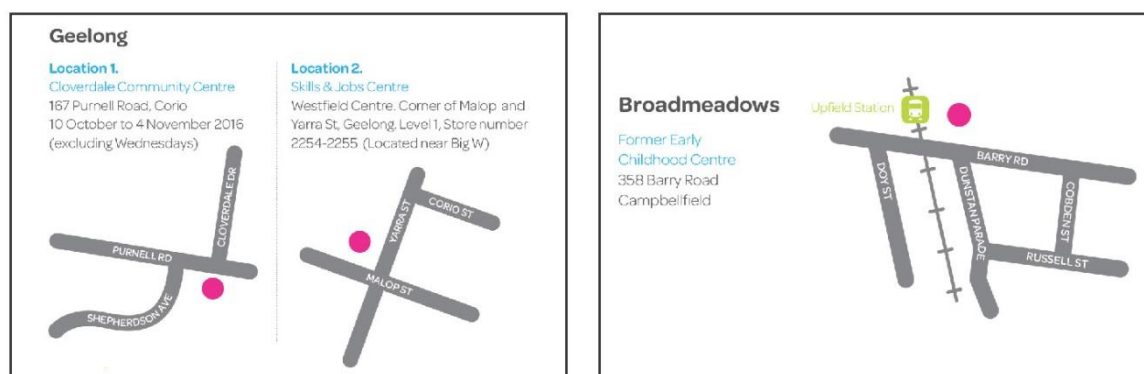


## YOUR VIEWS ARE IMPORTANT TO US

Full Name:	Phone No:	
Street Address:		
Suburb:	State:	Postcode:

Auto Skills Australia and the AMWU have been pleased to support workers through the Ford Transition Project, we trust that you found the support of value.

Following the closure of Ford on 7 October 2016 help will still be available at the Outreach Centres at Geelong and Broadmeadows and we hope you are able to visit. The Outreach Centres are located at:



To help us assess how things are going and what help we can still offer, independent researchers **ACIL Allen** and **Wallis Market and Social Research** have been engaged to conduct a brief survey. The information captured by this survey will be sent to Wallis and will be stored on their secure servers. We hope you can take the time to complete and return the survey on the reverse of this flyer.

Thank you for your time. Please read each question and tick the appropriate box. Please complete the form below and place in the box supplied in the Outreach Centre or return in the replied paid self-addressed envelope.



- 1** Which of the following best describes your plans over the next 12 months?

☐ 1. Find a job   
 ☐ 2. Start my own business   
 ☐ 3. Retire   
 ☐ 4. Take a break   
 ☐ 5. Study  
☐ 6. Other \_\_\_\_\_
- 2** If you are planning to work, which of the following currently applies to you?

☐ 1. I have not yet started actively looking for work   
 ☐ 2. I have been unsuccessful in finding work to date   
 ☐ 3. I have been successful in finding work  
☐ 4. Other \_\_\_\_\_
- 3** If you have been successful in finding work, when did you start your new job?

\_\_\_\_\_
- 4** Is your new job...

☐ a. Full-time   
 ☐ b. Part-time   
 ☐ c. Casual  
☐ d. Other \_\_\_\_\_
- 5** What is your role (your title)?

\_\_\_\_\_
- 6** Which industry is your job in?

\_\_\_\_\_
- 7** How satisfied are you with your salary?

☐ 1. Very Dissatisfied   
 ☐ 2. Somewhat Dissatisfied   
 ☐ 3. Neither Satisfied nor Dissatisfied   
 ☐ 4. Somewhat Satisfied   
 ☐ 5. Very Satisfied
- 8** Are you available to work more hours?

☐ a. Yes   
 ☐ b. No
- 9** Have you or are you currently undertaking any additional training or reskilling?

☐ a. Yes   
 ☐ b. No
- 10** If you have done some training or reskilling or thinking about doing some could you briefly describe it below?

\_\_\_\_\_
- 11** What additional help do you need that does not already seem to be available?

\_\_\_\_\_
- 12** How satisfied are you with the overall support provided by ASA as part of the transition process?

☐ 1. Very Dissatisfied   
 ☐ 2. Somewhat Dissatisfied   
 ☐ 3. Neither Satisfied nor Dissatisfied   
 ☐ 4. Somewhat Satisfied   
 ☐ 5. Very Satisfied
- 13** ASA would like your permission to disclose your contact details to Wallis Market and Social Research (Wallis) so they may contact you to take part in a confidential survey about the Ford Transition Project. Do you give ASA consent to disclose your contact details to Wallis?

☐ a. Yes   
 ☐ b. No

**AUTO SKILLS AUSTRALIA  
FORD TRANSITION PROGRAM  
QUESTIONNAIRE Phase 2  
FINAL**

---

**INTRODUCTION**

Good morning/afternoon/evening, could I please speak to <NAME>. I'm <INT\_NAME> from Wallis Market and Social Research an Australian company based in Melbourne.

We are calling to conduct the second interview about the Ford Transition process on behalf of ASA (Auto Skills Australia).

The purpose is to find ways in which the support provided can be improved for you and others.

**IF NECESSARY:** Your name/telephone number/contact details were provided to us by Auto Skills Australia. You conducted an interview for us late last year and provided permission for Wallis to call you back for a follow up questionnaire.

Wallis works within the Australian Privacy Act and anything you tell me will be confidential. The survey takes 10 minutes on average.

**MONITORING QUESTION**

M1 This call will be recorded and may be monitored for quality control purposes. If you do not want this call to be monitored, please say so now.

DO NOT READ OUT

- 01 Monitoring allowed
- 02 Monitoring NOT allowed

**MOBILE CHECK**

**IF CALLING A MOBILE NUMBER:**

SAFE1: I realise I am calling you on your mobile. Is it safe for you to speak now?  
Can I confirm you are not driving?

(IF DRIVING OR NOT SAFE: I am happy to call you back when it is more convenient for you).

DO NOT READ OUT

- 01 Safe to take call
- 02 Not safe to take call

**IF SAFE1=2 (NOT SAFE TO TAKE CALL):**

MOB\_APPT: Do you want me to call you back on this number or would you prefer I call back on another number?

DO NOT READ OUT

- 01 This number (ARRANGE CALL BACK)
- 02 Alternative number (RECORD ALTERNATE NUMBER AND ARRANGE CALL BACK)

**Q1** Last time we spoke you said your plan was to **<INSERT CODES 01-07 FROM Q1 PHASE 1>**. At the moment which of the following best describes your current situation?

READ OUT

- 01 Looking for work
- 02 Starting my own business
- 03 Retired
- 04 Taking a break
- 05 Studying
- 06 Working
- 07 Working at Ford
- 95 Other (specify)

[INTERVIEWER PROMPT: IF WORKING, PROBE IF WORKING FORD (07) OR ELSEWHERE (06).]

#### **PRE Q2**

**IF Q1 PHASE 1 DOES NOT = Q1 PHASE 2 CONTINUE, ELSE GO TO PRE Q3**

**Q2** We note your situation has changed from our previous interview. Could you tell me the reason for the change?

PROBE FULLY

- 95 RECORD VERBATIM
- 99 (DO NOT READ) Don't know

#### **PRE Q3**

**IF Q1 PHASE 1 = 06 OR 07 AND Q1 PHASE 2 = 06 OR 07 CONTINUE, ELSE GO TO PRE Q5**

**Q3** Is your current job still **<INSERT TITLE FROM Q5 PHASE 1>?**

- 01 Yes
- 02 No
- 99 (DO NOT READ) Don't know

#### **PRE Q4**

**IF Q3=02 CONTINUE, ELSE GO TO PRE Q5**

**Q4** Why are you no longer working as **<INSERT TITLE FROM Q5 PHASE 1>?**

PROBE FULLY

- 95 RECORD VERBATIM
- 99 (DO NOT READ) Don't know

**PRE Q5****IF Q1=01 GO TO PRE 8D****IF Q1=06,07 PHASE 2 AND NOT IN PHASE 1 ASK Q5****IF Q1= 02, 03, 04, 05 & 95 GO TO Q9****IF Q3= 02, 99 GO TO Q5****IF Q3=01 GO TO Q9**

Q5 What is your role (your title)?

PROBE FULLY

95 (SPECIFY)

99 (DO NOT READ) Don't know

Q5a Is your new job...

READ OUT

01 Full-time

02 Part-time

03 Casual

95 Other (specify)

Q5b If you have been successful in finding work, when did you start your new job?

PROBE FULLY

95 (SPECIFY)

99 (DO NOT READ) Don't know

Q6 What does your employer make or do?

PROBE FULLY

95 RECORD VERBATIM

99 (DO NOT READ) Don't know

Q6a Where is the company located?

PROBE FULLY FOR SUBURB

95 (SPECIFY)

99 (DO NOT READ) Don't know

Q7 How satisfied are you with your salary?

READ OUT

01 Very Dissatisfied

02 Somewhat Dissatisfied

03 Neither Satisfied nor Dissatisfied

04 Somewhat Satisfied

05 Very Satisfied

Q8 Would you be willing and available to work more hours if the opportunity came up?

01 Yes

02 No



Q8b How important is it that your new job is close to your home?

- 01 Not important
- 02 Quite important
- 03 Very important
- 04 Essential
- 05 Not sure

Q8c How important is it that you stay in the same or a similar occupation?

- 01 Not important
- 02 Quite important
- 03 Very important
- 04 Essential
- 05 Not sure

**PRE Q8D**

**IF Q1=01 CONTINUE, ELSE GO TO Q9**

Q8d How long have you been looking for work?

READ OUT/PROBE FULLY

- 01 Less than 1 week
- 02 Number of weeks (Specify 1 to 4)
- 03 Number of months (Specify 1 to 12)
- 04 More than 1 year (Specify 1 to 5)
- 05 (DO NOT READ) Don't know

Q8e I am now going to read a few statements about working and looking for work and I'd like you to tell me how strongly you agree or disagree?

- a I want to work
- b I know the kind of job I want
- c I have the skills to get the sort of job I want

READ OUT

- 01 Strongly disagree
- 02 Disagree
- 03 Neither agree nor disagree
- 04 Agree
- 05 Strongly agree
- 99 (DO NOT READ) Don't know

Q8f Have you been in contact with an Employment service provider since leaving Ford?

- 01 Yes
- 02 No
- 05 (DO NOT READ) Don't know

**IF Q8F=01 CONTINUE, OTHERWISE SKIP TO Q9.**

Q8g Are you registered with an Employment Service Provider?

- 01 Yes
- 02 No
- 99 (DO NOT READ) Don't Know

Q9 Since your last interview on **<INSERT DATE FROM PHASE 1>**, have you or are you currently undertaking any additional training or reskilling?

01 Yes

02 No

SKIP TO Q11

**IF Q9=01 CONTINUE, ELSE SKIP TO Q11.**

Q10 If you have done some training or reskilling, could you briefly describe it?

PROBE FULLY

95 RECORD VERBATIM

99 (DO NOT READ) Don't know

Q11 What additional help do you need that does not already seem to be available?

PROBE FULLY

95 RECORD VERBATIM

99 (DO NOT READ) Don't know

Q12 How satisfied are you with the overall support provided by ASA as part of the transition process to date?

READ OUT

01 Very Dissatisfied

02 Somewhat Dissatisfied

03 Neither Satisfied nor Dissatisfied

04 Somewhat Satisfied

05 Very Satisfied

99 (DO NOT READ) Don't know

Q12a Why do you say that?

PROBE FULLY

95 RECORD VERBATIM

99 (DO NOT READ) Don't know

Q12b On a scale from 0 to ten where 0 is not at all likely and 10 is extremely likely, how likely would you be to recommend ASA for the services you received to other people in your situation?

0	10
<b>Not at all likely</b>	<b>Extremely likely</b>

99 (DO NOT READ) Don't know

Q13 Since your last interview on **<INSERT DATE>**, have you been to any of the ASA Outreach Centres?

READ OUT

01 Yes, Geelong

02 Yes, Broadmeadows

03 Yes, Both

04 No

**PRE Q14**

**IF Q13 = 04 GO TO Q14A ELSE CONTINUE**

Q14 Since your last interview on <INSERT DATE>, how many times have you visited the Outreach Centre?

PROBE FULLY

01 RECORD NUMBER (Range 1-100)

99 (DO NOT READ) Don't know

**SKIP TO Q15****PRE Q14A****IF Q13 = 04 ASK Q14A ELSE GO TO Q15**

Q14A Since your last interview on <INSERT DATE>, why haven't you visited an Outreach Centre?

PROBE FULLY

95 RECORD VERBATIM

Q15 I'm now going to read out some statements about the assistance you received from ASA. How strongly do you agree or disagree that ASA...

[PROBE: IS THAT STRONGLY AGREE/DISAGREE OR AGREE/DISAGREE?]

- a. Helped you identify your current skills
- b. Increased your confidence to look for work or undertake training
- c. Made you more aware of local services that might help you to return to work

**RESPONSE FRAME:****READ OUT**

01 Strongly disagree

02 Disagree

03 Neither agree nor disagree

04 Agree

05 Strongly agree

99 (DO NOT READ) Don't know

97 (DO NOT READ) Refused

Q16. Finally, some questions about your physical and mental health. In general would you say your health, including both physical and mental health is...

**READ OUT**

01 Excellent

02 Very Good

03 Fair

04 Poor

05 Very Poor

99 (DO NOT READ) Don't know

97 (DO NOT READ) Refused

**Q17** The following questions are about your feelings in the past 4 weeks. In the past 4 weeks, how often did you feel...?

- a. tired out for no good reason
- b. nervous
- c. so nervous that nothing could calm you down
- d. hopeless
- e. restless or fidgety
- f. so restless you could not sit still
- g. depressed
- h. that everything was an effort
- i. so sad that nothing would cheer you up
- j. worthless

Was it...

**RESPONSE FRAME:**

**READ OUT**

- 01 All the time
- 02 Most of the time
- 03 Some of the time
- 04 A little of the time
- 05 None of the time
- 99 (DO NOT READ) Don't Know
- 97 (DO NOT READ) Refused

**ANALYST CALCULATE K10 SCORE: SUM Q17A-J**

**Q18** I am going to read out a list of different aspects of your life. Please use a scale from zero to ten where zero means very unhappy and ten means very happy to indicate how happy you are with each one. Firstly, how happy are you with....

**(STATEMENTS APPEAR IN RANDOM ORDER – EXCEPT THAT ‘YOUR FUTURE’ IS FIRST, WITH ‘YOUR LIFE AS A WHOLE’ LAST)**

- a. your future
- b. the work you do, at study, at home or in a job
- c. what you do in your spare time
- d. how you get on with people in general
- e. the money you get each week
- f. your social life
- g. your career prospects
- h. your life at home
- i. your life as a whole

**RESPONSE FRAME:**

0 \_\_\_\_\_ 10  
**Very unhappy** **Very happy**

- 99 (DO NOT READ) Don't Know
- 97 (DO NOT READ) Refused

**DEPTH INTERVIEW RECRUITMENT****PRE Q19****IF PREQ19=01 GO TO Q21. OTHERWISE CONTINUE**

Q19 Before wrapping up, we'd like to invite you to participate in an additional study among past Ford employees. At this stage we are just asking people if they would be prepared to take part. It would involve participating in a telephone interview for approximately 15 minutes. Would you be interested in participating in this telephone interview?

PROMPT IF NECESSARY

01 Yes

CONTINUE

02 No

GO TO Q21

Q20 INTERVIEWER NOTE: Please confirm details

&lt;Full name&gt;

&lt;Phone number&gt;

Q21 Finally, would it be ok to call you in three months' time to conduct a short interview, like this one, to see how you are going?

01 Yes

02 No

**CLOSE**

Thank you, that was my last question. Once again my name is <INT\_NAME> from Wallis Market and Social Research. The survey has been conducted on behalf of Auto Skills Australia. If you'd like to find out how we manage your personal information, you can view our Privacy Policy on our website at [www.wallisgroup.com.au/privacy](http://www.wallisgroup.com.au/privacy).