



Home Options & Pathways to Employment

**RESOURCE KIT ON EMPLOYMENT SERVICES FOR PROVIDERS OF
HOMELESSNESS SERVICES**

Acknowledgements



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Abbreviations

ADE	Australian Disability Enterprise
AAT	Administrative Appeals Tribunal
CDEP	Community Development Employment Projects Program
CEO	Community Engagement Officers
CES	Commonwealth Employment Service
COAG	Council of Australian Governments
DEEWR	Department of Education, Employment and Workplace Relations
DES	Disability Employment Services
EAA	Employment Assistance Australia
EPF	Employment Pathway Fund
EPP	Employment Pathway Plan
ES	Employment Services
ESA	Employment Services Area
ESL	Early School Leaver
FaHCSIA	Department of Families, Housing, Community Services and Indigenous Affairs
HA	Homelessness Australia
HS	Homelessness Services
JCA	Job Capacity Assessment
JPET	Job Placement, Employment and Training (Program)
JSA	Job Services Australia
JSCI	Job Seeker Classification Instrument
JYSS	Joondalup Youth Support Service
MOU	Memorandum of Understanding
NEIS	New Enterprise Incentive Scheme
NESA	National Employment Services Association
NSA	Newstart Allowance
OECD	Organisation for Economic Co-operation and Development
PR	Participation Report

PSP	Personal Support Programme
RFT	Request for Tender
SAAP	Supported Accommodation Assistance Program
SLA	Service Level Agreement
SSAT	Social Security Appeals Tribunal
TILA	Transition to Independent Living Allowance
TFYT	Tools for Your Trade
YA	Youth Allowance
YOS	Salvation Army Youth Outreach Service

Overview – Home Options and Pathways to Employment

The Home Options and Pathways to Employment (HOPE) Project, funded by the Australian Government, brings together a partnership of two peak bodies: the National Employment Services



Association (NESA) and Homelessness Australia (HA). The aim of the HOPE Project is to develop strategies and resources which will assist Job Services Australia providers and Homelessness Services organisations in developing collaborative working relationships which ultimately benefit people experiencing homelessness.

Introduction to the HOPE Project

This project involved extensive consultation with members of HA and NESA, to ascertain the level of knowledge and perceptions that people working in the employment services and homelessness services sectors have in relation to how each sector operates, and the services that are available to support people experiencing homelessness.

The methodology for the project involved:

- Conducting a preliminary survey of 12 homelessness providers.
- Conducting workshops at the National Employment Services Association (NESA) Practitioners Conference and the NESA National Conference (2009).
- Conducting 'on-line' surveys of Homelessness Services providers and Employment Services providers to ascertain the level of knowledge that each sector has in relation to services to support homeless job seekers, to identify existing collaborative service strategies and to explore the information and training needs of both sectors.
- Conducting in-depth Interviews with four Job Services Australia (JSA) providers and four homelessness service (HS) providers to further explore the issues which emerged from the on-line survey.
- Completing an analysis of the depth/level of understanding of the services provided to homeless people by JSA and HS respectively.
- Completing an analysis of the views, perceptions and experiences of both JSA and HS providers in respect to engaging and providing appropriate employment services to homeless people.
- Compiling case study examples of collaborative approaches.

The results of this consultation informed the development of this Resource Kit on Employment Services for providers of homelessness services.

HOPE Project Report

The key findings and recommendations of the consultation process are contained in the Overview Report. One of the key outputs of the project is the development of a Resource Kit for each sector.

The components of the Resource Kits include:

- Power Point Presentation
- Key information about how each sector is structured
- An outline of relevant information to assist in advocacy work with homeless job seekers or job seekers at risk of homelessness
- Advice about the policy context each sector operates within
- Links to available resources relevant to each sector
- Information on how to link with other service providers
- A sample Memorandum of Understanding, Service Level Agreement and Principles Agreement templates that can be used to develop collaborative partnerships with JSA and HS providers.

Introduction to the HOPE Project Resource Kit on Employment Services for Providers of Homelessness Services

This Resource Kit is designed to raise awareness and to increase knowledge of the services provided to job seekers through JSA providers for employees of Homelessness Services providing services to people experiencing homelessness.

This Kit provides an overview of employment services in Australia, provides information on how job seekers are assessed and referred to services, and the various service options available and details of job seeker rights and responsibilities.

The Kit also contains a section on the importance of developing effective collaborative partnerships and provides some examples of collaborative relationships which have been established between employment services and homelessness service providers.

This Resource Kit is intended to assist in facilitating effective collaborative approaches between Homelessness Services and JSA providers, to improve employment assistance for people who are homeless. JSA providers have a contractual requirement to work cooperatively with community welfare organisations and local community services, including accommodation and/or homelessness services.

Resource Kit as a Training Tool

The Resource Kit has been designed so that it can be used as a training package. The Resource Kit includes training aids that can be used by Homelessness Service providers in staff development. Attachment A to this Kit contains a training presentation pack that can be used by individuals in a self paced learning environment or as part of an interactive workshop in a group learning environment.

The training objectives include:

- Increasing knowledge of how clients are assessed and referred to JSA
- Enhancing participant's skill and ability to refer people experiencing homelessness to JSA
- Providing an insight into how JSA operates including service provision and job seeker's rights and responsibilities
- Encouraging the development of collaborative relationships between JSA providers and HS providers, and
- Using the information gained to help underpin the maintenance of collaborative relationships into the future.

Notes for Trainers

If this training is being undertaken by an individual working alone, it is recommended that you read through the Resource Kit, referring to the Training Presentation Pack at the completion of each section to undertake the learning activities.

If this training is being conducted in a Group Setting – the Facilitator should familiarise himself/herself with the Resource Kit and PowerPoint and determine the pace of the training workshop. We recommend that you schedule a 3 – 4 hour workshop involving 6 – 20 participants.

****IMPORTANT NOTE - NESA and HA Recommendation for Workshop Facilitation****

We recommend that HS and JSA providers in each local area meet prior to running this Workshop and arrange to collaborate in delivering this training to their teams. For example, a worker from the HS service could deliver and facilitate the workshop for the JSA organisation or vice versa. If you need support in arranging this please contact either:

Travis Gilbert at Homelessness Australia

Phone: (02) 6163 1403

Email: policy@homelessnessaustralia.org.au

or

Marg Lourey at the National Employment Services Association

Phone: (03) 96863500

Email: margl@nesa.com.au

Evaluation

NESA and HA are keen to formally evaluate the effectiveness of this training and we have included an Evaluation Form at Attachment B. We would appreciate receiving a Summary of the Evaluations you conduct following this workshop. To this end could you complete the Summary Evaluation Form included at Attachment B and return to NESA and/or HA either by email or by mail. Alternatively you may choose to send the individual Evaluation Forms which each participant completes.

Homelessness Australia

PO Box 603,
Dickson ACT 2602

National Employment Services Association

Level 8. 20-22 Albert Rd,
South Melbourne VIC 3205

Policy Context

The policy context that underpins the HOPE Project is an all of government approach to addressing homelessness. This approach recognises that “homelessness is everyone’s responsibility”¹. Within this policy context, mainstream services, including employment services, are considered to have a larger role to play in assisting people who are homeless².

The Council of Australian Governments (COAG) has adopted two significant goals: halving overall homelessness and offering supported accommodation to all rough sleepers who need it by 2020. Interim targets have been developed that will measure progress towards these goals³.

There has been significant reform undertaken in the policy context and the subsequent flow through to the homelessness sector recently. This work includes development of the National Partnership Agreement on Homelessness, which began on 1 July 2009. Through this Agreement, the Commonwealth, States and Territories work together to reduce homelessness. The Agreement recognises that providing more crisis beds is not the long-term solution to homelessness; and that while extra housing is important, it will not be “sufficient to resolve homelessness”⁴. These reforms implemented through the National Partnership Agreement focus on three strategies to increase social and economic participation and reduce homelessness:

1. prevention and early intervention
2. breaking the cycle of homelessness, and
3. improving and expending the service response to homelessness⁵.

Within this framework, the Australian Government’s *White Paper on Homelessness: The Road Home – A National Approach to Reducing Homelessness* identifies the need for developing co-operative working relationships across different sectors:

‘Specialist homelessness services must build strong working partnerships with each other and with mainstream services. They must connect clients to mainstream programs such as housing, health services and employment services that can deliver ongoing support, improve outcomes for clients and reduce the likelihood of homelessness happening again.’⁶

Expectations are high for increased collaboration that supports people who are homeless, prevents homelessness by providing early intervention and breaks the cycle of homelessness from reoccurring.

¹ Commonwealth of Australia (2008) *The Road Home: A National Approach to Reducing Homelessness*, Canberra; p 14.

² Ibid.

³ Ibid.

⁴ Council of Australian Governments, 2009, *Fact Sheet: National Partnership Agreement on Homelessness*, Canberra; p 1.

⁵ Ibid.

⁶ Commonwealth of Australia (2008); p41

The White Paper principles

In implementing the Homelessness White Paper's vision, the Australian Government's guiding principles are:

1. **A national commitment, strong leadership and cooperation from all levels of government and from non-government and business sectors is needed.** Homelessness must be seen as a shared responsibility.
2. **Preventing homelessness is important.** We need to understand the causes of homelessness and use this knowledge to stop people becoming homeless.
3. **Social inclusion drives our efforts.** Tackling homelessness is about more than shelter and support. The focus must be on building the capacity of people and communities to maximise everyone's potential to participate economically and socially.
4. **Clients need to be placed at the centre of service delivery and design.** People who are homeless or at risk of homelessness need to be included in decision-making processes.
5. **The safety and wellbeing of all clients is essential.** Responses to homelessness need to focus on keeping people safe – including protecting women and their children who are escaping domestic and family violence, and people experiencing other forms of abuse. Special attention must be given to the unique needs of children at risk.
6. **The rights and responsibilities of individuals and families need to be protected.** Assistance should be balanced to reflect the social and economic objectives appropriate to age, capacity and aspirations.
7. **Joined-up service delivery needs joined-up policy.** An overarching policy framework is needed to guide all government approaches to addressing homelessness. Program funding and accountability boundaries must be changed to allow governments and funded organisations to take a multidisciplinary approach to addressing people's needs.⁷

What role can employment services providers play in increased collaboration?

Employment service providers can play a vital role, and it is important to recognize that this role has been mandated:

1. in 2008 the Department of Education, Employment and Workplace Relations released the *Request for Tender for Employment Services 2009-12*. This document states:

Providers are encouraged to forge close links and establish collaborative arrangements with organizations delivering homelessness services (such as

⁷ Commonwealth of Australia (2008) *The Road Home: A National Approach to Reducing Homelessness*, Canberra, p19

Supported Accommodation Assistance Program Providers) to provide a more integrated service to homeless job seekers⁸.

2. in the *Employment Services Deed 4*, Section 3D – Basic Stream Services, Clause 56, Engagement with other services in the community. This clause specifically mentioned engagement with homelessness services, including Supported Accommodation Assistance Providers.

Together, the ES and HS provider sectors can make a difference.

⁸ Department of Education, Employment and Workplace Relations, 2008, *Request for Tender for Employment Services 2009-12*, Canberra; p 11.

Shared Success through Collaboration

What is Collaboration?

Collaboration is essentially a process where two or more people/groups work to achieve a common goal. Collaboration may involve sharing information, resources, and educational material. Ultimately, the aim of collaboration is to achieve the best possible outcome for clients.



Why is Collaboration between JSA and HS important?

Most JSA and HS providers believe that the homeless people they work with have aspirations of employment but they are unable to contemplate job search activities in the initial stages of crisis as their primary need is to find safe, affordable, stable housing. Many of the people who arrive at homelessness services have been living in unstable accommodation (caravans, couch surfing, or even living in cars) for several months and consequently their most important goal is to stabilise their housing needs, and they may not be focused on achieving employment goals at this point.

Furthermore, people who are homeless often face various personal, social and structural barriers to employment and the complexity of these issues makes it very difficult for organisations working in isolation to provide the wide range of specialist services which will help the individual in finding the right solution to overcoming these barriers.

However organisations working collaboratively to provide integrated services will create a support structure which will enable people experiencing homelessness to move beyond the crisis situation and progress towards achieving sustainable employment. Providers across both sectors who work collaboratively report how well such a support structure operates to assist homeless job seekers – let's share the good news and best practice across both sectors!

The Introduction of Job Services Australia

Job Services Australia

Job Services Australia (JSA) is a one-stop shop for job seekers, and replaces seven of the former employment services programs, such as Job Network, Personal Support Programme and Job Placement, Employment and Training. JSA gives individual job seekers the level of support they need to help them find and keep a job. Job Services Australia providers work with job seekers to determine their goals, current skills and any additional training or support they may need to help them get and keep a job.

Job Services Australia providers are funded through a three year funding deed to provide employment services in an Employment Services Area (ESA) and their performance is regularly monitored and evaluated using the Employment Performance Management Framework.

The Employment Performance Management Framework provides more relevant, timely and detailed performance information to job seekers, employers, providers, DEEWR and other interested parties. Reports will be released every six months.

The reporting will be informed by:

- the four employment streams based on your risk of becoming long-term unemployed, and
- provider location and local labour market conditions, to ensure fair assessment of providers whether they are in rural, remote or metropolitan locations.

The major benefits are that you can:

- compare the performance of providers in the same area by visiting the DEEWR website or at Centrelink
- view updated performance information every six months, and
- access information that more accurately represents the level of provider performance.

Information about the rating system can be found at:

<http://www.deewr.gov.au/Employment/JSA/PerformanceFramework/Documents/Job20Services20Australia20Performance20Management20Advice.pdf>.

Disability Employment Services

Disability Employment Services (DES) providers have a specialist role in assisting people with disability, injury or health condition to secure and maintain sustainable employment. However, people with disabilities can also receive employment assistance from their JSA provider.

DES providers are contracted by DEEWR to deliver the services which are articulated in the Disability Employment Services Deed 2010-2012.

DES are uncapped, meaning that every eligible job seeker can have immediate access to services to help them get and maintain a job.

In most cases, job seekers will be referred to DES providers following a Job Capacity Assessment (JCA). The JCA will determine a person's eligibility for DES based on the nature of their disability, injury or health condition and the assessed need for ongoing support in the workplace.

A job seeker may also present directly to a DES provider to volunteer for employment assistance without a Referral from Centrelink or a JCA provider. The DES provider will collect a range of information from the job seeker to determine if DES are the most appropriate service for the job seeker and to determine whether a JCA is required.

DES providers assess the impact that a participant's injury, disability or health condition has on their ability to find and retain a job and will work with participants to develop an individually tailored pathway to employment. DES providers support and manage a participant's condition in the workplace, providing ongoing support in the workplace for as long as it is required. This may include providing assistance such as information, training and support for employers, staff and the job seeker.

DES offers two programs to help people with disability, injury or health condition to find employment:

The Disability Employment Services—Disability Management Service provides services to job seekers with temporary or permanent disability, injury, or health condition who require the assistance of a disability employment service and who may require flexible ongoing support but are not expected to need regular, long-term support in the workplace, and

The Disability Employment Services—Employment Support Service is available to those job seekers with permanent disability and who are assessed as needing regular long-term ongoing support in the workplace.

A range of other support services are available to employers to take on and retain a person with disability. These include wage subsidies, workplace modifications, assistance with Auslan interpreting and free help and workplace solutions for the employment of people with disability. More information about these services is available at www.jobaccess.gov.au.

Funding and Contractual Arrangements for JSA

JSA providers are contracted by the DEEWR to deliver the services which are articulated in the Employment Services Deed 2009-2012. The current Employment Services Contract period is 1 July 2009 to 30 June 2012. The term of this Deed is for 3 years with option of one or more extensions to a maximum of six years at DEEWR's discretion. The Funding Deed primarily relates to the provision of Stream Services as either a Generalist or Specialist provider including Work Experience activities.

Job Services Australia - How it works

Through JSA, job seekers can access a range of education and training opportunities. JSA will help job seekers get the skills they need to participate in the workforce now and in the future.

If an individual is a registered job seeker with JSA, they have opportunities to participate in a broad range of training and skills development initiatives, designed specifically to help them increase their skills and become work-ready. Every job seeker will be linked to a JSA provider of their choice, who will together with the job seeker develop an individually tailored Employment Pathway Plan (EPP) that will set out the support and services they need to help them get a job. Following is a brief explanation of the key elements involved in JSA services.



Job Seeker Access to Job Services Australia

Job seekers can either be referred to a JSA provider by Centrelink or depending upon the job seeker's circumstances, directly register with a JSA provider themselves. Assistance will commence when a job seeker has an Initial Interview with their provider.

Choice of Job Services Australia Provider

If a job seeker is referred by Centrelink, they are able to choose their provider from a list of available JSA providers in their area. To inform this choice, job seekers have access to information about the providers available in their area. A job seeker may also select a Specialist JSA provider who provides services to a defined target group, even if the job seeker is not a member of that defined group.

Job seekers can also use the information available on <http://jobsearch.gov.au/default.aspx> to help them find a local provider that meets their needs.

Note: If the job seeker does not advise Centrelink of their JSA provider preference, DEEWR's IT System will allocate them to an appropriate JSA provider.

Australian Job Search

[ACT](#)

[NSW](#)

[NT](#)

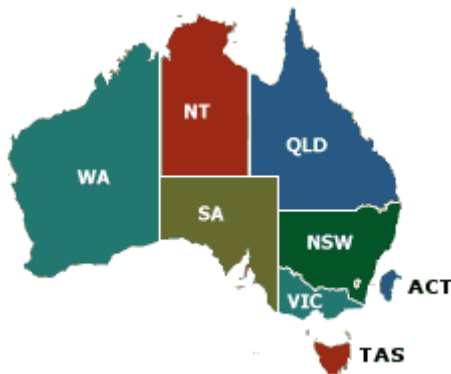
[QLD](#)

[SA](#)

[TAS](#)

[VIC](#)

[WA](#)



Australian Job Search is a free 'on line' Job Search web site which contains all current job vacancies available through JSA.

Australian Job Search also provides a search facility to locate JSA providers in a particular location.

You start the search by clicking on the relevant state link.



Refer to Attachment A, Section 2 Learning Exercises

Job Seeker Assessment of Need

There are two main ways a job seeker's needs and service eligibility are assessed:

1. the Job Seeker Classification Instrument; and
2. a Job Capacity Assessment.



Job Seeker Classification Instrument (JSCI)

The JSCI is used to determine a job seeker's relative level of disadvantage in the labour market based on his or her individual circumstances. The JSCI can also indicate that a job seeker has barriers to employment that may require further assessment. A job seeker who requires further assessment is referred for a JCA.

The JSCI collects information on the following 18 factors to identify a job seeker's level of disadvantage in the labour market:

- Geographic
- Job Seeker History
- Educational Attainment
- Vocational Qualifications
- Country of Birth
- Indigenous Status
- Indigenous Location
- Age and Gender
- English Proficiency
- Proximity to a Labour Market
- Recency of Work Experience
- Access to Transport
- Phone Contactability
- Disability/Medical Conditions
- Stability of Residence
- Living Circumstances
- Ex-offender Status
- Personal Characteristics

Each job seeker is asked a series of questions relating to these factors. Some of the factors are covered by questions asked directly of the job seeker, for example, Educational Attainment. Other factors, such as Proximity to a Labour Market are derived from the job seeker's registration details which in this case is postcode. Other factors such as Disability/Medical Conditions can also be confirmed or derived from the outcomes of a JCA.

Based on the job seekers' answers and other information collected, the JSCI derives a job seeker's level of disadvantage as a score. The job seeker's JSCI score determines their eligibility for Job Services Australia (JSA) Stream Services: Streams 1, 2 or 3. Where a JCA is conducted, the outcome of the JCA may recommend referral to a range of services including JSA Stream 4, DES or JSA Stream Services (Streams 1 to 3). Where a job seeker is referred to JSA Stream Services following a JCA, the outcome of the JCA may contribute to the JSCI score.

Who Conducts the JSCI?

The JSCI is conducted by Centrelink when a job seeker registers or re-registers. The JSCI can also be conducted by the JSA provider when directly registering a job seeker or when a job seeker has had a change in their circumstances that could impact on the level of services required. JCA providers may also conduct a JSCI as part of the JCA process.

Job Capacity Assessment

The JCA is a comprehensive work capacity assessment, combining referral to employment and related support services with assessment of work capacity for income support purposes, such as for the Disability Support Pension (DSP) or determining a partial capacity to work.



Assessments are conducted by allied health professionals, such as registered psychologists and rehabilitation counselors, employed by JCA service providers contracted by DEEWR.

Job Capacity Assessors refer people with disability or other significant barriers to work to appropriate employment and support services. Their reports are used for Centrelink decisions about capacity to work and income support eligibility, including for the DSP.

The JCA services contract will cease on 30 June 2011. From 1 July 2011, employment services referral assessments, completed exclusively by Centrelink with assistance from CRS Australia, will be introduced. These assessments will continue to be conducted by allied health professionals and will be tailored to the needs of the individual. People with disability, injury or ill-health will undertake detailed assessments. Those with potentially serious 'non-medical' barriers, for example vulnerable young people, will undertake more streamlined assessments to suit their needs.

Job seekers referred by assessors to JSA Streams 1 to 3 may also be referred concurrently for psychological counseling, pain management or other allied health interventions during the initial months of their JSA participation. This assistance will continue to be funded through a Job Capacity Account and is additional to any assistance a job seeker may receive through the Job Services Australia Employment Pathway Fund.

On 1 July 2011, management of assessments for the DSP will transfer from the DEEWR to the Department of Families, Housing, Community Services and Indigenous Affairs (FaHCSIA).

Services Provided under Job Services Australia

Stream Services

A key feature of JSA is the provision of services in accordance with a job seeker's assessed level of disadvantage. The services are provided in four Streams, with Stream 1 for the more job ready job seekers up to Stream 4 for the most highly disadvantaged job seekers with multiple vocational and non-vocational barriers. Each Stream also offers access to Work Experience Activities.

Services within each Stream are tailored to the individual needs and circumstances of each job seeker. All services for job seekers should be delivered within a framework that recognises other factors relevant to the individual; for example, caring responsibilities, disability, age and cultural and linguistic diversity. Key aspects of all service streams include:

- conducting an Initial Interview face-to-face (except in exceptional circumstances such as natural disasters)

- working with the job seeker to develop an EPP
- using the Employment Pathway Fund (EPF) to support the job seeker's agreed EPP
- having regular face-to-face contact with the job seeker unless there are exceptional circumstances
- providing ongoing training and development activities that meet the skills and labour needs of employers and assist the job seeker in obtaining sustainable employment
- monitoring the job seeker's attendance at appointments and participation in activities such as education, training or Work Experience, as set out in a job seeker's EPP
- arranging a Stream Services Review, unless the job seeker exits assistance
- where a job seeker's circumstances change or additional information is disclosed providers may, if they wish, choose to undertake a Change of Circumstances Reassessment
- delivering tailored services for job seekers for the duration of their Work Experience phase, and
- maintaining appropriate records.

Stream 1

The service level in Stream 1 is commensurate with the relative job readiness of job seekers eligible for this Stream. At the Initial Interview for Stream 1 job seekers, the provider will, at a minimum, be required to undertake the following:

- assist the job seeker in preparing a résumé
- explain the use of and access to job search facilities and the location of those facilities
- provide the job seeker with an initial list of appropriate job vacancies
- provide advice about the best ways to look for and find work and discuss local employment opportunities
- provide information about skills shortage areas and access to training
- confirm the job seeker's identity
- explain the services the provider will deliver
- explain the rights and obligations of the job seeker
- provide access to an interpreter where required, and
- upload the job seeker's résumé and record completion of the Initial Interview on the DEEWR IT Systems.

Streams 2 and 3

Job seekers in either Stream 2 or 3 will have greater barriers to employment than job seekers in Stream 1. Assistance commences when a job seeker has an Initial Interview with their provider and the provider undertakes the following:

- prepare an EPP, including specifying assistance required
- explain the services the provider will deliver
- explain the rights and obligations of the job seeker
- confirm the job seeker's identity, and
- provide access to an interpreter where required.

It is not mandatory that the provider assist the job seeker with a résumé at the Initial Interview. Providers should exercise their judgment, based on the level and nature of the job seeker's disadvantage, about whether assistance with résumé preparation should be undertaken at the Initial Interview or during a subsequent contact. However, a résumé is required to be completed within the first three months. Providers should also exercise their judgment about when to:

- provide the job seeker with an initial list of appropriate job vacancies
- provide advice about the best ways to look for and find work and discuss local employment opportunities
- explain the use of and access to job search facilities and the location of those facilities, and
- provide information about skills shortage areas and access to training.

Stream 4

Stream 4 is designed to provide integrated, intensive assistance to the most disadvantaged job seekers in our community. This assistance should combine pre-employment and employment assistance. The pre-employment and employment activities should be tailored to the individual needs of the job seeker and may be delivered concurrently or sequentially, depending upon the job seeker's circumstances. Stream 4 job seekers will have complex and or multiple non-vocational barriers that may prevent them from obtaining and sustaining employment or undertaking further skills development. Barriers may include but are not limited to:

- mental illness, such as episodic psychological conditions, anger management issues, mood disorders, severe depression, anxiety disorders, agoraphobia, panic attacks and stress disorders including post-traumatic stress
- social problems, including domestic violence, family and relationship issues, financial management difficulties, social isolation (such as alienation)
- poor communication or language skills
- torture or trauma
- addictions, including gambling, drug or alcohol, and
- homelessness or unstable accommodation.

Work Experience Phase

The purpose of Work Experience Activities is to provide experience for job seekers which develops their personal and vocational skills. They can take the opportunity of undertaking structured training to enhance their chances of getting a job, get a feel for what it is like to be employed and find out what is required of them as an employee. Equipped with these skills and knowledge they are more likely to find and keep a job. Work Experience Activities also provide the opportunity for job seekers to demonstrate their skills to potential employers, meet new work contacts and stay connected to the workforce.

Work Experience Activities can be undertaken at any time during Stream Services assistance or as part of the Work Experience Phase.

At the completion of approximately 12 months in Streams 1-4, the job seeker commences in the Work Experience Phase following a Stream Services Review (SSR) unless that review suggests that Stream 1-3 job seekers should receive Stream Services under a higher Stream or Stream 4 job seekers would benefit from further Stream 4 assistance. Job seekers in Stream 4 who complete 18 months automatically move to the Work Experience Phase. A Job Capacity Assessment recommendation of Stream 4 is required for a job seeker to be referred to Stream 4.

Job Services Australia providers are able to provide a range of Work Experience Activities tailored to individual job seeker's needs. Activities can be either part time, full time or casual, paid or unpaid and may include:

- Work for the Dole
- Green Corps (environmental activities)
- Voluntary Work activities in a not for profit organisation
- Unpaid Work Experience Placement
- Defence Force reserves
- Structured training
- Part time study
- Part time or casual paid employment

Job Services Australia providers are encouraged to work collaboratively by establishing positive links and engaging with their community and organising joint activities with other providers. This provides increased exposure, reduces costs by sharing resources and creates more well rounded and engaging activities for job seekers.

To support a collaborative approach, providers can advertise their group based Work Experience Activities on [Australian JobSearch](#). This opens up existing Work Experience Activities and enables other providers to refer job seekers to these activities. Activities advertised on Australian JobSearch can also be viewed by job seekers allowing greater flexibility and choice for referral to activities that meet their needs.

Initial Interview

Assistance will commence when a job seeker has an Initial Interview with their provider.

If the job seeker is receiving employment services for the first time in their period of unemployment the provider will, at a minimum, be required to undertake the following:

- explain the services the Provider will deliver
- explain the rights and obligations of the job seeker
- confirm the job seeker's identity
- provide access to an interpreter, where required, and
- record completion of the Initial Interview on the DEEWR IT Systems.

Employment Pathway Plan

The Employment Pathway Plan (EPP) sets out an individualised pathway to employment for each job seeker. The EPP is tailored to the needs of each job seeker, outlining agreed activities to be undertaken for that job seeker to become work ready and gain sustainable employment. An EPP is a flexible living document that is updated as the job seeker progresses along their pathway to employment or to reflect other changes in their circumstances.

When negotiating an EPP providers need to be aware of each job seeker's individual circumstances, including their work capacity and any vocational and non vocational barriers to employment. JSA providers should have a comprehensive discussion with the job seeker to identify and set appropriate goals and activities for inclusion in the EPP, developing the most appropriate pathway to employment for each individual.

If a Homelessness Service provider has information that they believe could assist with the development of a job seeker's EPP, they should, with the job seeker's permission, contact the JSA provider. EPPs can include interventions to assist the job seeker to address their non-vocational barriers, and for example, could include elements of the assistance offered by Homelessness Services organizations, as well as include scheduled appointments with the HS provider case manager.

JSA providers will regularly update job seeker's EPP as job seekers needs change, and will also give the job seeker a copy of their plan for their reference.

Employment Pathway Fund

The Employment Pathway Fund (EPF) is a flexible pool of funds available to JSA providers to purchase a broad range of assistance to help a job seeker get the right training and other support to help them find and keep a job. The fund is designed to enable optimum flexibility so that each eligible job seeker receives assistance based on their individual needs and their vocational and/or non-vocational barriers to employment. So the more help the person needs, the more help they may get.

There is no fixed list regarding what can be purchased through the EPF, instead a wide range of assistance is available based on a job seeker's individual needs and vocational and non-vocational



barriers to employment. JSA providers should have regard to the barriers identified in each job seeker's EPP in determining how to best use the EPF. In addition, Stream 4 job seekers are able to access additional assistance through the EPF to address specific non-vocational barriers.

Employment Pathway Fund principles

Providers can use the EPF to purchase vocational and non-vocational goods and services that will assist the job seeker in obtaining employment. EPF purchases must:

- be commensurate with the job seeker's level of disadvantage
- provide value for money
- withstand public scrutiny, and
- not bring the Employment Services or the Australian Government into disrepute.

The EPF can be used to purchase a wide range of assistance for job seekers, within these principles, based on the job seeker's individual needs and barriers to employment.

Stream 4 EPF Assistance

If the JSA provider and/or Stream 4 job seeker is unsuccessful in accessing support through other non-government or government agencies that provide relevant services (such as housing assistance, crisis accommodation, emergency relief, or medical interventions) then EPF can be accessed in the following circumstances:

Rent Assistance may be provided to assist a Stream 4 job seeker for:

- bond to secure a rental property, or
- rent on a short term basis to retain that property. It is expected that this would only be provided for up to four weeks

EPF cannot be used to pay for a Stream 4 job seeker's rent on an ongoing basis or pay board to a family member or other blood relative.

Crisis Accommodation can be purchased for a Stream 4 job seeker, for example renting a caravan for a short-term period, a night in a hotel or a night in a boarding house.

Food assistance can be purchased in the following ways for Stream 4 job seekers:

- group meals or meals for individual Stream 4 job seekers
- food vouchers, or
- food items.

Utilities can be purchased to assist Stream 4 job seekers who are in crisis. These essential services include:

- gas
- electricity
- water, and
- pre-paid vouchers for mobile phones.

Medical Costs for Stream 4 job seekers including the purchase of:

- medications
- medical appointments
- other diagnostic professionals
- treatment through a specialist or allied health practitioner, and
- counseling or other professional services related to mental health issues.

Legal Costs excluding payment of fines and/or court fees can be contributed to by using EPF for Stream 4 job seekers.

Provider Structure

JSA providers structure their business around case load sizes, geographic coverage and other business determinants. You may find that no two local JSA providers are structured in the same way. Because JSA is demand driven, there is no definite number of job seekers on a caseload. Each provider has been assigned a market share. For example, if a provider has 15 per cent market share, then they would receive up to 15 per cent of the available referrals and caseload for that ESA.

JSA providers are contractually required to deliver Streams 1-4, which includes Work Experience. The funding deed provides a fair bit of latitude about how these services are delivered. For example, some providers sub-contract elements of their service delivery including Stream 4 or Work Experience elements.

Some Employment Consultants will work with job seekers in all streams, however for some JSA providers, there will be specialist staff available. For example, job placement staff might work with job seekers across all streams and some providers might employ staff with specific qualifications to assist Stream 4 job seekers. Some staff may work across multiple sites, especially if they specialise, for example Stream 4. Most sites will have a Site Manager who manages the site and is across the services delivered within that location.

Talking to your local JSA provider about how their organisation is structured will assist you to develop collaborative arrangements that are tailor made for your clients.

Co-case management

Co-case management involves joint case management whereby the HS and employment services provider jointly assist the job seeker. The research conducted as part of the HOPE Project identified that both HS and employment services providers are both very interested in implementing co-case management for their joint clients. There are a number of advantages of co-case management including:

- The ability to keep abreast of the range of assistance being offered to the job seeker
- The ability to ensure that the job seeker does not receive mixed messages from each provider

- An opportunity to clarify roles and responsibilities across both organizations, and
- The ability to plan the sequence of the assistance to be provided to the job seeker, taking into account their range of presenting issues, homelessness status and available services.



Refer to Attachment A, Section 1 Learning Exercises

Responsibilities: Job Seeker and DEEWR

Code of Practice and Service Guarantees

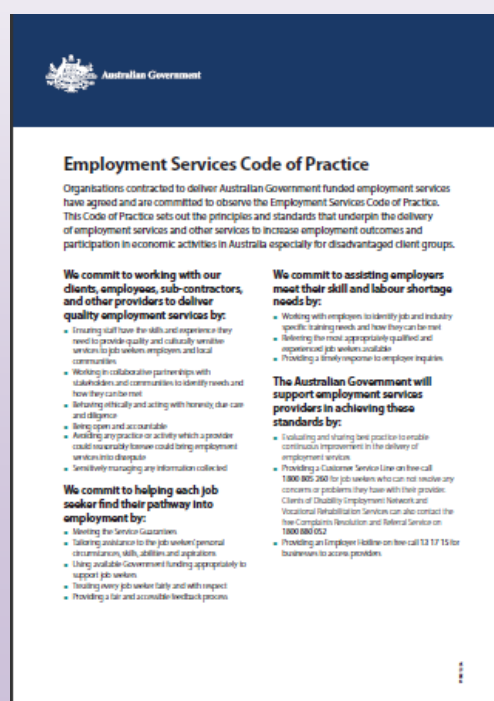
The Employment Services Code of Practice and Service Guarantees underpin the delivery of employment assistance by JSA providers. There is a Service Guarantee for each Stream, one for the Work Experience Phase and finally a separate Service Guarantee for job seekers who are not in receipt of income support payments, but who volunteer to access employment assistance.

The Code of Practice outlines the principles and standards that underpin the delivery of employment assistance.

The Service Guarantees outline what job seekers can expect from their employment services provider.

A copy of the Code of Practice and Service Guarantees are available from:

<http://www.deewr.gov.au/Employment/JSA/Resources/Pages/Home.aspx>



Complaints, Suggestions and Feedback

If job seekers are not satisfied with the service received from their JSA provider, or they have a suggestion for improving services, the DEEWR Customer Service Line can be contacted on **1800 805 260** (free call from land lines) or submit a Complaints, Compliments and Suggestions form, available from:

<http://www.deewr.gov.au/Employment/JSA/Resources/Pages/Home.aspx#4>

Employment Services and the Compliance Framework

Employment services are delivered within a framework that recognizes reciprocal obligations. Job seekers who receive income support from the Australian Government are required, in some circumstances, to actively look for employment. In return, the Government not only provides income support payments, but assistance with looking for work (amongst other things).

The following describes the activity test and participation requirements and how job seekers can meet these requirements (or how you can assist your job seekers to meet these requirements).

The Activity Test

The activity test is applicable to job seekers who are receiving:

- Newstart Allowance (NSA)
- Youth Allowance (YA)
- Some Special Benefit types

In general terms, activity testing means that job seekers have an obligation to seek and undertake suitable paid work. Job seekers with activity test requirements are also required to enter into and comply with an Employment Pathway Plan (EPP) when asked to, and participate in suitable activities designed to assist them to gain employment.

Participation Requirements

Participation requirements are applicable to Principal Carer Parents who are receiving:

- Parenting Payment Single (depending upon the age of their youngest child)
- Parenting Payment Partnered (depending upon the age of their youngest child)

Participation requirements are similar to activity test requirements, as job seekers with participation requirements must look for suitable work, enter into an EPP when asked to and participate in activities designed to help prepare them for employment. Because of these similarities, the terms 'activity test' and 'participation requirements' are generally used interchangeably.

A job seeker's activity test or participation requirements are determined by their allowance type, age, work capacity (either temporary or permanent), and/or whether they have the primary responsibility for the care of a child.

Important things to note about a job seeker's obligations:

Job Search: Most job seekers with activity test or participation requirements are required to undertake compulsory job search contacts and report them to Centrelink. Specifically, the term 'job search contacts' means to apply for a job or ask about work.

Participation with a JSA provider: Job seekers with activity test or participation requirements who are not fully satisfying their requirements through another activity are generally required to participate in employment services by working with JSA provider to find suitable work.

Providers consider the job seeker's personal circumstances when setting appropriate activities for inclusion in the job seeker's EPP.

Accepting Suitable Work: To satisfy activity test or participation requirements, job seekers must accept suitable work in a variety of fields, not just those in which they have qualifications or work that they prefer to do. The definition of 'suitable work' will depend upon the nature of the job seeker (e.g. if the job seeker is a Principal Carer/Parent and does not have access to child care during the hours of employment the work may not be considered as suitable).

In general terms, a job may be unsuitable if it:

- aggravates a job seeker's medical illness or condition
- is above the job seeker's assessed capacity to work
- does not meet the applicable statutory conditions for that type of work
- requires the person to change their residence
- involves commuting from home to work which is unreasonable; or
- involves skills the job seeker does not possess and appropriate training is not provided by the employer.

Information on unsuitable work (including the specific provisions for parents and those with a partial capacity) can be found in the Guide to Social Security Law –

http://www.fahcsia.gov.au/Guides_Acts/ssg/ssg-rn.html

Note: There are different Participation Requirements for the following groups of job seekers:

- Principal Carer Parents
- Job seekers with a Partial Capacity to Work
- Job seekers with a Temporary Reduced Work Capacity
- Job seekers aged 55 and over

Early School Leaver (ESL) – “Earn or Learn” requirements

From 1 July 2009, under changes to the social security legislation, young people under 21 claiming Youth Allowance (Other) who have not completed Year 12 or equivalent are required to:

- study or train full-time to attain Year 12 or equivalent; or
- study or train part-time to attain Year 12 or equivalent and participate in other approved activities for a total of 25 hours a week.

These requirements will apply to ESL who claim Youth Allowance (Other) from 1 July 2009 and are referred by Centrelink to JSA. EPPs for these early school leavers will need to include the new

requirements. ESL who claimed Youth Allowance (Other) prior to 1 July 2009 will be transitioned to the new requirements from 1 January to 30 June 2010.

While JSA providers may refer ESL to suitable part-time employment, a young person cannot be compelled to accept employment if it interferes with their study or training.

Where the ESL is participating in Stream 4 services or the Youth Pathways Program, they are considered to be fully meeting their participation requirements. However, JSA providers should continue to assess these young people and include an element of study or training in their EPP if appropriate. As for other ESLs, job search should not be included in the EPP of those receiving Stream 4 services.

Some job seekers may also receive an **exemption**. Only Centrelink can grant a job seeker an exemption from their activity test or participation requirements. Job seekers are required to provide specific evidence to Centrelink to qualify for an exemption. For example, a job seeker seeking an exemption on medical grounds needs to provide Centrelink with medical evidence from their doctor.

Vulnerability Indicator

A vulnerability indicator is a “flag” that Centrelink can put on the record of job seeker whose personal circumstances put them at risk of having difficulty meeting their requirements. The indicator is visible to employment services providers on their system. The term “vulnerability” relates specifically to a job seeker’s capacity to comply with their participation requirements. Centrelink will only record a vulnerability indicator on a job seeker’s record if appropriate evidence suggests that the vulnerability could potentially impact the job seeker’s ability to comply with their requirements. A vulnerability indicator is intended to ensure that both providers and Centrelink are aware of a job seeker’s circumstances and consequently of the need to exercise caution when deciding whether to submit a Participation Report (PR) or when determining whether to apply a compliance failure.

A vulnerability indicator does not exempt a job seeker from compliance action but it must be considered when deciding whether an activity is appropriate for the job seeker given their individual circumstances. A job seeker may have multiple vulnerability indicators applied to their record.

When should a vulnerability indicator be recorded?

Vulnerability indicators may be applied for any of the following reasons:

- psychiatric or mental illness in the last six months
- cognitive or neurological impairment
- illness or injury requiring frequent treatment
- drug or alcohol dependency which may impede participation
- eight week non-payment period in the last twelve months
- homelessness
- recent traumatic relationship breakdown, especially if domestic violence was involved
- significant language and literacy issues

- recent prison release
- significant caring responsibilities,; or
- job seeker is in a period of transition during which their capacity to comply with their requirements may be affected (e.g. moved to a new area from a community where a remote area exemption was recently lifted).

As noted above, some payments including Newstart Allowance, Youth Allowance, Parenting Payment and Special Benefit have Activity Test or participation requirements job seekers must satisfy to show they are actively looking for work. This may include:

- demonstrating that they are actively looking for suitable paid work
- accepting suitable work offers (not just work they prefer to do)
- attending job interviews
- attending all interviews with Centrelink and their Employment Services Provider
- agreeing to attend approved training courses or programs
- not leaving a job, training course or program without a valid reason, and/or
- entering into and complying with the terms of an EPP if they are asked to do so.

If a job seeker does not meet his/her requirements, Centrelink may decide to apply a compliance failure, which may affect their payments. They may lose their payment for up to eight weeks if they deliberately and persistently avoid their obligations.

Additional Important Information:

- If a job seeker is in receipt of Newstart Allowance or Youth Allowance and wants to change address they should talk to Centrelink before they move. If moving reduces their prospects of getting work, their payment may be stopped.
- If job seekers are assessed as having a partial capacity to work or a temporary reduced capacity to work for 12 weeks or longer, they may be able to satisfy their Activity Test or participation requirements by attending a quarterly appointment with Centrelink. This will depend upon their assessed level of capacity.
- If a job seeker is having difficulty meeting their requirements they may be referred for a Comprehensive Compliance Assessment to see if they need more or different assistance in meeting their requirements

The best way for a job seeker to avoid a failure is to attend all appointments, meet their Activity Test or participation requirements and to accept offers of suitable work. If they are unable to attend an appointment or meet a participation requirement it is important that they contact Centrelink or their JSA provider as soon they know they are not going to be able to meet the requirement.

Job Seeker Compliance Framework

The compliance system is designed to encourage participation without the need for the imposition of harsh penalties.

The compliance system:

- promotes participation rather than punishment
- lets job seekers avoid or shorten penalties through re-engagement, and
- addresses persistent non-compliance through a comprehensive assessment of the job seeker's circumstances rather than an automatic escalation in the severity of the penalty.

Where a job seeker fails to meet their activity test or participation requirements and does not have a reasonable excuse, a failure may be applied.

Job seekers can incur the following failures:

- No Show No Pay failures
- connection failures
- reconnection failures, and
- serious failures.

No Show No Pay failures – A No Show, No Pay failure, may occur if an Activity Tested job seeker, without a reasonable excuse:

- does not participate in an activity that they are meant to attend and has been included in their Employment Pathway Plan, such as training, study or Work for the Dole, and do not have a valid reason
- engages in misconduct while in an activity
- does not go to a job interview, or
- attends a job interview but deliberately behaves in a way that results in an offer of employment not being made.

If a job seeker has a No Show, No Pay failure they will lose one day of payment (one tenth of their participation-based fortnightly payment) for every day that they do not participate.

Connection and reconnection failures

A connection failure may occur if an Activity Tested job seeker, without a reasonable excuse:

- does not go to an appointment with Centrelink or their provider
- does not enter into an Employment Pathway Plan when advised of a requirement to do so, or
- does not meet their job search requirements, for example if they do not complete and return a Job Seeker Diary on the due date.

If a job seeker has a connection failure they will not lose payment, but Centrelink will contact them to arrange a new appointment or further job search requirements. If they do not go to the new appointment, enter into an Employment Pathway Plan, or complete the further job search requirements and do not have a valid reason, this is called a reconnection failure.

If a job seeker has a reconnection failure they will lose payment (one fourteenth of their participation-based fortnightly payment) from the date of the new appointment or when their Job Seeker Diary was due, until they attend another reconnection appointment or meet further job search requirements. They will not be entitled to back pay for this period.

Comprehensive Compliance Assessments

A Comprehensive Compliance Assessment occurs when a job seeker repeatedly fails to meet their participation requirements. A Job seeker will be assessed by Centrelink to determine if the non attendance has been continual or if the job seeker needs additional assistance to meet their participation requirements.

During a Comprehensive Compliance Assessment, Centrelink will look at why the job seeker has been failing to meet their requirements identify any barriers to participation or employment and, if appropriate refer the job seeker to an alternative service or assessment e.g. a Job Capacity Assessment.

Serious Failures

A serious failure may occur if an Activity Tested job seeker:

- does not accept a suitable job offer and does not have a valid reason, or
- following a Comprehensive Compliance Assessment, is found to have been deliberately and persistently not meeting their participation requirements.

The penalty for a serious failure is an eight-week non-payment period. This non-payment period does not affect payments for a job seeker with children, Rent Assistance and Family Tax Benefit. An eight-week non-payment period can be shortened if the job seeker agrees to participate in a Compliance Activity (an activity such as Work for the Dole, training or voluntary work). If a job seeker receives a serious failure and would like to participate in a Compliance Activity, they can let

Centrelink know so an appointment can be made with their provider to negotiate an appropriate activity and their payment can be reinstated.

If Centrelink determines that the job seeker does not have the capacity to undertake a Compliance Activity, they can have their payment restored if serving the eight week non payment period would cause severe financial hardship.

(Adapted from DEEWR, Looking for work? A guide to your options and our services, December 2009)



Refer to Attachment A, Section 1 Learning Exercises

Centrelink Engagement Officers

Centrelink has expanded its services to better identify people who are homeless or at risk of homelessness. They have introduced a network of Community Engagement Officers (CEOs) that provide an intensive case management approach to customers identified as homeless or at risk of homelessness.

Centrelink CEOs provide services to people who find it difficult to access mainstream Centrelink services, ensuring customers such as people who are homeless or at risk of homelessness have equitable access to and maintenance of income support and services provided by Centrelink.

CEOs offer support and assistance to homeless customers and those at risk of homelessness to help them understand, claim and maintain income support payments, provide referrals to Centrelink specialist services, programs and other government and non-government organisations and work collaboratively with a wide range of community agencies.

CEOs deliver services to people outside the traditional Customer Service Centre setting, in locations like drug and alcohol rehabilitation centres, mental health units, hostels, boarding houses, refuges, drop-in centres and organised meeting places such as local parks. This means people can be assisted in an environment in which they feel comfortable and where they can be supported by others such as hospital and refuge workers.

To find out who your local Centrelink CEO is, contact your local Centrelink Customer Service Centre.

Homelessness Indicator

Centrelink has implemented a "homelessness indicator"; a service delivery tool that provides an alert to all Centrelink staff that a customer is homeless or at risk of homelessness. It also provides information about what intervention strategies and services have been completed or are in progress to assist the customer. The indicator is a measure developed by Centrelink as a response to the

Government's Homelessness White Paper and is a flag placed on a customer's record to identify if they are homeless or at risk of homelessness. It is an important tool that is designed to improve staff awareness of a customer's personal situation and direct further appropriate support and intervention.

Weekly Payments

The Homelessness White Paper outlines a commitment by the Government to assist Centrelink's most vulnerable recipients who have difficulty budgeting their fortnightly income support payments to last over a 2 week period by making the payment of some income support payments available on a weekly basis.

Weekly payment arrangements will be available for Centrelink's most vulnerable customers including people who are financially vulnerable and significantly disadvantaged as well as those who are homeless or at risk of homelessness. Weekly payments were made available from April 2010 for vulnerable recipients of the following payments:

- Age Pension
- Disability Support Pension
- Wife Pension
- Widow Allowance
- Widow B Pension
- Carer Payment
- Newstart Allowance
- Youth Allowance
- Partner Allowance
- Austudy
- ABSTUDY
- Special Benefit
- Sickness Allowance
- Bereavement Allowance, and
- Parenting Payment

Weekly payments will be made in conjunction with a package, or service offer of assistance and referral designed to support a person's current circumstances. This assistance may include a referral to services such as financial counselling or alcohol, drug or gambling rehabilitation services. Weekly payments is a voluntary measure and eligibility will be determined by a Centrelink Authorised Weekly Payment Officer.

Shared Success through Collaboration

Let's recap - what is collaboration?

Collaboration is essentially a process where two or more people/groups work to achieve a common goal. Collaboration may involve sharing information, resources, and educational material. Ultimately, the aim of collaboration is to achieve the best possible outcome for clients.



How can we create effective collaborations?

During the research phase of this project, it was discovered that there are excellent examples of collaboration happening across both the employment services and homelessness service sectors. We also discovered that these examples are part of a continuum of collaboration – meaning that no one form of collaboration is better than another. Each form has its own positives and importantly, works well for both organisations.

This section of the Resource Kit provides information about key features of successful partnership or collaborative arrangements. It also provides some practical suggestions for developing and maintaining collaborative arrangements.

10 Key Features of a SUCCESSFUL Partnership

S	SHARED PURPOSE AND VISION
U	UNDERSTANDING EACH OTHER'S SERVICE IMPERATIVES
C	CLEAR COMMUNICATION
C	CLIENT CENTRED APPROACH
E	EXPERIENCE AND EXPERTISE
S	SIMILAR ETHOS AND VALUES
S	SOLUTIONS ORIENTED
F	FLEXIBILITY
U	UNITED APPROACH
L	LONG TERM THINKING

1. Shared Purpose and Vision

Most effective organisations have a clear understanding of their own purpose, goals and values. In developing effective collaborations and partnerships, one of the first issues to consider is the potential benefit that your client group and organisation might derive from the partnership. Consequently it is imperative that organisations seek out potential partnerships with other organisation who share common client groups and goals. A key fundamental in any key collaboration is the development of mutual trust and respect and ensuring that communication between the partnering organisations is open and honest. The following nine features of a successful partnership provide an overview of the various issues to consider in developing collaborative arrangements.

2. Understanding Each Other's Service Model

It is essential that both parties have a good understanding of the operating environment that each organisation functions within. This includes having a keen insight into the expectations of the various stakeholders e.g. clients, funding bodies, Government and broader community as well as having a clear understanding of the way each organisation's service model operates, the service objectives and imperatives and specific challenges associated with delivering optimum services. This involves understanding differences in each other's service model and recognising that difference is OK.

3. Communication – Clear Open Honest And Frank Communication

The importance of clear, open, honest and frank communication between two parties, whether it be organisations or individual workers entering a partnership or working collaboratively cannot be underestimated. Each party to the relationship needs to feel comfortable in speaking frankly about elements of the partnership which may not be working quite as well as anticipated. Communication needs to be transparent and both parties should be encouraged to meet regularly, both formally and informally, to provide open and honest feedback, discuss the key issues relevant to the maintenance of the collaboration arrangement.

4. Client Centred Approach

The primary objective in developing collaborative approaches is to provide integrated supports which will create pathways to housing stability and employment for people who are experiencing homelessness. A client centred approach will maintain the focus on the specific needs of each individual client and facilitate the development of appropriate pathways for individual clients.

5. Experience And Expertise

Each partner brings a great deal of experience in their specific field to the relationship, and with experience comes knowledge and expertise. A successful collaborative relationship acknowledges and respects the unique experience and expertise of the other party or parties in the relationship and is willing to learn from that experience and share their own expertise to ensure that the maximum benefit is derived from the relationship.

6. Similar Ethos And Values

Ideally organisations who form collaborative arrangements should share a similar ethos and values, particularly in respect to client services. When organisations agree to work collaboratively it is important that you discuss these issues and have an understanding of each other's values. Remember, communication is vital here. Ethos and values may be expressed using different language or value frameworks, but the underlying message might be the similar or the same!

7. Solutions Oriented

Issues will evolve during the partnership relationship which may challenge the relationship. The test of good collaborative relationships is how well each party handles unexpected challenges. In establishing collaborative arrangements, it is critical that a solid framework for the partnership is developed and this should include developing a process for decision making and dispute resolution. In any relationship, problems will emerge from time to time, however enduring partnerships take a positive 'problem solving' approach to working through difficult issues and learn from them – rather than dissolve the relationship believing it is all too hard.

8. Flexibility

Collaborative arrangements need to be flexible enough to adapt to changing circumstances within a dynamic environment. The parties to the relationship need to have the vision and flexibility to be able to identify opportunities and areas where the partnership might be enhanced.

9. United Approach

A successful partnership should create a sense of unity between the organisations involved in the relationship, which will include staff taking a united approach in working together to achieve the best outcomes for clients.

10. Long Term Thinking

Whilst it is important to focus on the immediate issues and needs of individual clients, it is also useful to apply a longer term view in determining how the collaborative arrangements may evolve over time and create increased opportunities for the organisations involved to develop strong, enduring relationships.

Does the collaborative arrangement need to be formalised?

Collaborative and partnership arrangements are fundamentally based on the development of good relationships, and maintaining healthy and respectful relationships is the foundation of effective partnerships. However in some instances the collaborative arrangements are so heavily dependent upon the strength of individual relationships and when this individual leaves the organisations, the collaboration or partnership can falter.

Consequently some organisations believe that the relationship can be strengthened through the development of a Memorandum of Understanding (MOU) or Service Level Agreement (SLA).

What is a Memorandum of Understanding?



A MOU is simply a document which outlines an agreement between two or more parties.

It may be used when organisations are not able to enter into a legally binding agreement. The MOU is a more formal approach to articulating the principles and practical arrangements associated with the partnership relationship. An MOU is not legally binding.

What is a Service Level Agreement?

A SLA is part of a contract relationship which specifies the level of services to be delivered by one or more parties to the arrangement and can be legally binding. The Service Levels are generally negotiated between the parties and then defined within the SLA.



Homeless Service Provider Quote:

Effective collaborations can occur when we understand the capacity and limitations of each service, and capitalise on each others' strengths. Our local providers are community focused and eager to form working relationships with other service providers."

Let's take a look at what an MOU, SLA and Principles Agreement might look like. Contributions are gratefully acknowledged from:

- Youth Projects Inc, Victoria
- Joondalup Youth Support Service, and

Workskil Inc.

EXAMPLE OF THE TYPE OF INFORMATION TO BE INCLUDED IN AN MOU

MEMORANDUM OF UNDERSTANDING

BETWEEN

Insert Name of Organisation

AND

Insert Name of Other Organisation(s) involved

IN RELATION TO

Developing a collaborative relationship which is designed to enhance the service provision to homeless people who are looking for work.

DATE:

DOCUMENT NUMBER:

Generic MOU

(continued)

This Agreement dated ____ of _____ 20

Between **INSERT NAME OF ORGANISATION**

AND

INSERT NAME OF ORGANISATION

has been entered into in good faith and seeks to enhance the service provision of both organisations to homeless people who are looking for work.

▪ **ORGANISATION 1**

OUTLINE THE ORGANISATION'S MISSION AND VALUES

▪ **ORGANISATION 2**

OUTLINE THE ORGANISATION'S MISSION AND VALUES

Aim and Scope of the Partnership Arrangements

- **Include the purpose of the Agreement**
- **Include the period of time the Agreement is expected to remain in place**

Principles of the Partnership Arrangements

It is recommended that organisations should outline a series of principles which will underpin this partnership arrangement – these might include:

- Having respect for each other's experience and expertise.
- Providing open and honest feedback.
- Being professional and acting with integrity at all times.
- Embracing a positive problem solving approach.
- Working collaboratively to ensure that clients receive the best possible service that responds to their needs.
- Developing flexible and innovative approaches to support clients.

Service Arrangements

INSERT NAME OF ORGANISATION 1

Describe the services to be provided by ORGANISATION 1

Generic MOU

(continued)

INSERT NAME OF ORGANISATION 2

Describe the services to be provided by ORGANISATION 2

Specific Protocols

1. *Communication Arrangements*
2. *Referral Arrangements*
3. *Decision Making Processes*
4. *Dispute Resolution Processes*
5. *Review Period*

Confidentiality/Privacy

Include a brief comment on the importance of privacy and confidentiality, and any specific strategies designed to manage these issues.

Authorisation

Signed on behalf of **INSERT ORGANISATION**

Signature: _____ Date: _____

Signed on behalf of **INSERT ORGANISATION**

Signature: _____ Date: _____

Generic MOU

(end)

EXAMPLE OF A MEMORANDUM OF UNDERSTANDING DEVELOPED BY WORKSKIL INC.

MEMORANDUM OF UNDERSTANDING (MOU)

Between

JSA Provider & NAME OF OTHER AGENCY

CONTEXT

This Memorandum of Understanding (MOU) does not create a legal partnership between the signatory parties or have any legal effect. The purpose of this Memorandum is to document what has been agreed by both parties.

The MOU can be varied at any time by both parties in writing and either party can terminate the MOU by providing the other with reasonable written notice.

Parties and Background

The parties to this Agreement are **JSA Provider** and **NAME OF OTHER AGENCY**

The MOU is based on arrangements between JSA Provider and **NAME OF OTHER AGENCY** regarding roles and responsibilities of each party towards implementation of collaborative service provision to disadvantaged job seekers and members of the community.

Example of MOU Contributed by Workskil Inc.

(continued)

OBJECTIVES

Purpose & Rationale

The purpose and rationale of this document is to outline how JSA Provider and **NAME OF OTHER AGENCY** will work together to provide services in a co-operative way to disadvantaged job seekers in **[INSERT LOCATION]** that will facilitate their social inclusion and enhance employment prospects.

In practical terms this will be achieved by:

- a) JSA Provider engaging or seeking advice on as needs basis from **NAME OF OTHER AGENCY** specialist services in the areas of e.g. accommodation/homelessness, mentoring young women, vocational education, health services, services for young mothers and general programs etc
- b) JSA Provider engaging **NAME OF OTHER AGENCY** to deliver employment related programs to assist job seekers to overcome their non-vocational barriers. Programs to be delivered include: **[INSERT PROGRAM NAMES/DESCRIPTIONS]**
- c) JSA Provider contracting **NAME OF OTHER AGENCY** to deliver to JSA Provider job seekers other fee for service programs in **[INSERT LOCATION]** that facilitate social inclusion and enhance employment prospects for participants
- d) Offering JSA Provider's employment services to disengaged clientele identified by **NAME OF OTHER AGENCY**. It is recognised that **NAME OF OTHER AGENCY** services a range of clients which may not be connected to the JSA. This MOU will allow for these clients to engage with JSA Provider and have access to employment related services.
- e) Supporting individual and joint organisational initiatives through the provision of complementary resources and services and sharing each other's networks

To support achievement of these goals, the Community Programs Manager of **NAME OF OTHER AGENCY** and the Manager of JSA Provider will meet on a quarterly basis to review achievements and plan new strategies.

Example of MOU Contributed by Workskill Inc.

(continued)

Roles & Responsibilities of Parties

The Responsibilities of JSA Provider are as follows:

- JSA Provider's staff members will establish working relationships with **NAME OF OTHER AGENCY** staff at an operational level by visiting **NAME OF OTHER AGENCY** sites, meeting with operational staff and providing information relating to JSA Provider's services
- JSA Provider will refer highly disadvantaged clientele to **NAME OF OTHER AGENCY** for specific services or projects at a price agreed with **NAME OF OTHER AGENCY**
- JSA Provider will engage **NAME OF OTHER AGENCY's** employment programs, **[INSERT PROGRAM NAME]**, at a price agreed to with **NAME OF OTHER AGENCY**
- JSA Provider management will discuss with **NAME OF OTHER AGENCY** on a strategic level joint initiatives to assist disadvantaged clientele or to support existing **NAME OF OTHER AGENCY** initiatives through the provision of Employment Services
- JSA Provider will accept eligible referrals of disengaged clientele through **NAME OF OTHER AGENCY** based on agreed criteria
- JSA Provider will provide a quality service provision

*The Responsibilities of **NAME OF OTHER AGENCY** are as follows:*

- **NAME OF OTHER AGENCY** will provide JSA Provider's highly disadvantaged clientele with access to specialist services that are judged appropriate to their needs
- **NAME OF OTHER AGENCY** will ensure quality service provision
- **NAME OF OTHER AGENCY** will offer the Employment Services of JSA Provider to eligible 'disengaged' clientele
- **NAME OF OTHER AGENCY's** operational staff will work collaboratively with JSA Provider to support disadvantaged clientele
- **NAME OF OTHER AGENCY** will create relationships with JSA Provider's operational staff by attending meetings and providing information relating to **NAME OF OTHER AGENCY's** services.
- **NAME OF OTHER AGENCY** Management will work with JSA Provider on a strategic level to instigate joint initiatives to assist Highly Disadvantaged clientele

Monitoring and Evaluation of MOU

- This MOU can be varied at any time by consent of all parties in writing.
- The MOU will be evaluated by both parties on a quarterly basis.
- This MOU will commence for the **[INSERT LOCATION]** on **[INSERT DATE]**.

Example of MOU Contributed by Workskil Inc.

(continued)

Dispute Resolution

All grievances shall follow this process:

The grievance should be articulated and documented to the Community Programs Manager of **NAME OF OTHER AGENCY** and the Operations Manager of JSA Provider. A decision will be made at this executive level regarding how to proceed with addressing the grievance

Compliance with Laws and Government Policy

Under the Employment Services Contract 2006-2009 JSA Provider and its subcontractors must comply with the provisions of any legislative and other requirements of the Commonwealth, State and Local government. As such, **NAME OF OTHER AGENCY**, acting as a contractor for the purposes of the provision of services, must ensure that services are delivered in adherence with these requirements, and without any sexual harassment or any unlawful discrimination which contravenes the:

- *Racial Discrimination Act 1975*
- *Sex Discrimination Act 1986*
- *Disability Discrimination Act 1992*
- *Age Discrimination Act 2004*
- *Equal Opportunity for Women in the Workplace Act 1999*
- *Trade Practices Act 1974*
- *Archives Act 1983*
- *Privacy Act 1988*
- *Occupational Health and Safety Act (Victoria 2004)(South Australia 2005)*

and must not engage in conduct that is in breach of

- *Workplace Relations Act 1996*
- National Privacy Principles (NPP) contained in Schedule 3 of the *Privacy Act 1988*
- Information Privacy Principles (IPP) set out in Section 14 of the *Privacy Act 1988*

and any other relevant legislation as outlined above.

Code of Conduct

Under the Employment Services Contract 2006-2009 JSA Provider and its subcontractors are bound by the Code of Practice (Annexure 1 'Code of Practice'). JSA Provider expects that **NAME OF OTHER AGENCY** will follow these principles as part of this agreement.

Example of MOU Contributed by Workskil Inc.

(continued)

Signatories

JSA Provider

Name of signatory:

Signature:

Position held:

Date:

NAME OF OTHER AGENCY

Name of signatory:

Signature:

Position held:

Date:

Example of MOU Contributed by Workskil Inc.

(continued)

Annexure 1 - Code of Practice

Employment and related service providers commit to observe the highest standards of fairness and professional practice as they deliver the services and obligations outlined in their respective contractual arrangements with the Australian Government. At all times our priority is to assist clients to achieve the best outcomes. We will deliver services and programs to clients to the best of our ability and with adherence to contracted requirements, service guidelines and relevant participation requirements.

We operate the services and programs we deliver in a manner that:

1. Upholds the integrity and good reputation of the services and programs by:

- acting with honesty, due care and diligence
- behaving ethically and professionally, and being openly accountable for our actions
- avoiding any practice or activity which could reasonably be foreseen to
- bring the services and programs into disrepute
- complying with all relevant Australian laws, including privacy, fair trading,
- trade practices and anti-discrimination laws.

2. Demonstrates our commitment to clients by:

- being supportive and helpful to clients
 - in their pursuit of employment
 - in their efforts to improve their employment prospects, including education and training
 - while they undertake their mutual obligations or
 - while they undertake voluntary or community participation
 - while they stabilise their life situation and overcome personal and societal barriers to community participation
- focusing our assistance to help clients to achieve the best outcome
- treating clients fairly and with respect
- considering clients' individual circumstances and backgrounds
- ensuring cultural sensitivity in dealing with indigenous clients and clients from diverse cultural and linguistic backgrounds
 - including advocacy where appropriate
- delivering assistance in accordance with service guarantees.

Example of MOU Contributed by Workskil Inc.

(continued)

3. Is accurate and relevant by:

- providing ongoing assistance to clients for the duration of our service to them
- providing information about programs or services that may assist them to achieve the best outcome
- ensuring that we have premises and facilities appropriate to deliver services with privacy and dignity
- ensuring that the information we collect about clients is relevant and necessary
- ensuring information is recorded in a timely manner and is kept confidential
- tailoring assistance to clients with consideration of their individual needs and relevant participation requirements
- demonstrating flexibility in service delivery as clients' circumstances change.

4. Is communicated clearly and effectively by:

- ensuring that clients are aware of their rights and obligations
- providing information to clients with a disability in an accessible format
- providing timely feedback and information to clients about decisions we make that could affect them
- providing clients with appropriate access to relevant records we have about them, on request.

5. Encourages feedback without bias by ensuring that:

- we have a complaints process of which clients are made aware
- staff seek and appropriately respond to clients' feedback with the aim of continuously improving services
- staff support clients when resolving any issues or concerns they may have
- we advise clients of the free DEEWR Customer Service Line.

Clients are encouraged, in the first instance, to raise any concerns they may have with us. If clients are dissatisfied with how we respond to their concerns, or feel that they cannot discuss the issue directly with us, they can contact the free DEEWR Customer Service Line on 1800 805 260 (an interpreter can be arranged on request).

Example of MOU Contributed by Workskil Inc.

(end)

**SLA TEMPLATE – DESIGNED FOR A SPECIFIC PROGRAM WHERE BOTH PARTIES WERE SEEKING
A LEGALLY BINDING DOCUMENT**

[Insert Name & Address of JSA Provider]

Draft SLA: [Insert Program Name]

1. Introduction and Background

This letter confirms the intention of [provider name] and [JSA provider] to work together in an alliance to support the [program funding name or objective].

The joint provider [approach/alliance] has been developed to directly support [focus] and aims to achieve the outcomes.

2. Objective and purpose

[Provider name] and JSA Provider ("Parties") enter into this SLA to formally recognise the objectives of working together during its term.

- [Statement(s) of what each provider seeking to achieve]

The purpose of this Agreement is to outline the activities the Parties will undertake and the agreed promotion of those activities to achieve the objectives described above.

3. Roles and Responsibilities

This is a mutually beneficial relationship, with natural synergies that will assist [provider name] in meeting the expectations of government through:

- Statement(s) of outcomes

The following is a broad outline of the roles under which the Parties intend to work together.

4. [Insert name of Provider & JSA Provider]

Separate statements for each organisation about their contribution and any support processes for each. Examples may include:

- Training –
 - Attendance at staff training opportunities
- Mentoring
 - Provide support to selected individuals for initial 3 months of employment;
- Promotion of vacancies
 - Job Boards;
 - Through community networks;
 - Through websites and newsletters etc

SLA Contributed by a Job Services Australia Provider

(continued)

- Promotion of relationship with provider as agreed from time to time including:
 - press releases, joint meetings etc
- Reporting to [provider] on a quarterly basis on specific data.

5. Mutual Obligations

The Parties will cooperate for the benefit of the [program], and subject to agreement from time to time:

- *[Sharing of information & other specific activities]*

Neither Party may make any representations or commitments on behalf of the other Party without the prior written approval of the other Party.

7. Management Steering Committee

The [joint provider approach/alliance] will be managed by governance arrangements. The following governance arrangements will arrange:

- *issue resolution and relationship management*
- *assigning roles and responsibilities for alliance members*
- *reporting on [program] outcomes*

The initial members of the Steering Committee will include:

- *[insert representative name from {provider name}]*
- *[insert representative name from {JSA provider}]*
- *Other representatives as identified.*

8. Costs & Expenses

Generally, the Parties will bear their own expenses (including salaries, travel and other out-of-pocket expenses) in relation to activities to be undertaken under this SLA.

[Provider name] will bear its own costs associated with the development of the [insert program name].

[JSA provider] will bear its own costs.

Where preparation of materials (such as marketing) necessitates the sharing of costs by the Parties, the Parties will agree in advance on the apportionment of those costs between the Parties prior to incurring any costs.

9. Intellectual Property Rights

Each party:

- (a) retains ownership of IPR created by it prior to and independently of this Agreement
- (b) retains ownership of IPR created by or on behalf of it during and as a result of this Agreement

[*Provider name*] and [*JSA provider*] will have joint-ownership of any IPR created jointly by the Parties and/or their respective personnel during and as a result of this Agreement.

10. Further Agreements

This document is a SLA and, apart from sections 6, 7 and 8, is not intended to be legally binding on either party.

11. Confidentiality

For as long as it is not in the public domain, none of the Participants will disclose confidential information of the other party (including the existence of the Alliance or this SLA) to any third party without the prior consent of the other Parties. Each Party will use all reasonable endeavours to ensure that any person to whom it discloses the Confidential Information does not disclose that Confidential Information to any other person.

A party may only release publicity or advertising relating to this SLA or the Alliance if that Party receives prior written approval from the other Party.

12. Term of Agreement and Termination

This SLA continues until ended either by mutual agreement or by one party providing written notice to the other party that it wishes to terminate the SLA.

SLA Contributed by a Job Services Australia Provider

(end)

EXAMPLE OF A MEMORANDUM OF UNDERSTANDING DEVELOPED BY JOONDALUP YOUTH SUPPORT SERVICES INC. (JYSS)

Introduction

This Partnership Agreement is to reflect the intentions of the working relationship between **Joondalup Youth Support Services Inc. (JYSS)** and **[INSERT NAME OF AGENCY]**, who share common purposes in serving the interests and needs of young people in the northern metropolitan area of Perth.

Partnerships is a 'buzz' word of the era and in practice may take many forms; ranging from legally binding contracts through to one off and/or ongoing specific purpose strategic alliances. On the operational level these may include *Memorandums of Understanding*, *Protocols*, and *Inter-Organisational Agreements*. JYSS embraces such relationships enhancing the theme of working in partnership with people and parties who share common purposes, values and objectives as our Association. After all, an *association* is a collective of people [be they individuals or groups] who have a common purpose and interest⁹. Essentially, JYSS exists to draw people and parties together to address a common set of objectives and does this through its formal registration as an incorporated body under the Associations Act 1997. It is a natural extension of this that JYSS endeavors to *partner* with other organisations to achieve mutually desired strategies and outcomes. This *Agreement* is designed to capture our partnership with **[INSERT NAME OF AGENCY]**, not in a legalistic sense but a relational and operational manner. We all know that this is the essence of a successful partnership being beneficial for all involved directly and indirectly.

About JYSS

JYSS is a Community directed organisation that has been providing support services to young people and their families since early 1988. JYSS became incorporated in 1990 and has held registration as a Charity with *Public Benevolent Institution* status since. Below is the governance framework of the Association today.

OUR VISION

Strengthening families and communities where young people are valued and celebrated.

OUR MISSION

Empowering young people to actively engage in healthy and fulfilling personal and social relationships.

Example of MOU contributed by Joondalup Youth Support Service – JYSS (continued)

⁹ Definition from The Collins Concise Dictionary

OUR VALUES

- ✓ **INTEGRITY** We develop and maintain processes and relationship that are true to the needs of the community, staff and organisation.
- ✓ **INCLUSIVITY** We respect the contribution a diverse range of people can make when they feel they belong.
- ✓ **COLLABORATION** We form partnerships and work together to achieve shared goals.
- ✓ **INNOVATION** We challenge ourselves and our clients to see creative solutions to achievement.
- ✓ **SIMPLICITY** We create an environment where system and service delivery are as straight forward as possible.

OUR OBJECTIVES

1. Young people enjoying better quality of life through provision of basic human needs and access to opportunity
2. Community embraces the value and contribution of young people to the community
3. Maintained a responsive organisation to the changing needs in our region
4. Remained an association of choice

Operationally JYSS provides a variety of services for young people who may require some support and/or assistance in times of hardship or transition in their lives. In 2009 JYSS is contractually in receipt of funding from no less than nine separate funding sources to deliver the range of services and programs available. All JYSS services are delivered in a collaborative manner with other significant peoples, professional and organisations, focused on the best interests of young people whom are considered the primary client. For a comprehensive overview of JYSS and its services and programs please visit our website at www.jyss.org.au.

Example of MOU contributed by Joondalup Youth Support Service – JYSS (continued)

About [INSERT NAME OF AGENCY]

Our Mission

[INSERT NAME OF AGENCY] will [insert Mission Statement].

This will be achieved by:

- Outline key points

Our Values

Our core values are:

- [insert values]

Our values are communicated both internally and externally, and serve to guide our company culture and service delivery for our customers.

[INSERT NAME OF AGENCY] specialises in [insert text].

DESCRIPTION OF AGENCY SERVICES

Our Objectives

- [insert objectives]

The Aim

The aim of this Partnership Agreement is to build and enhance the capacity of both organisations in achieving their respective Missions and Purposes. Of primary interest is the advancement of quality services for common client populations.

Deliverables under this Partnership Agreement

Schedule A outlines the deliverables for both partners under this Partnership Agreement.

Key elements to making this Partnership work

- ✓ Matching of values and principles – a shared vision for the partnership
- ✓ Clear communication of expectations and outcomes that are realistic for all involved

Example of MOU contributed by Joondalup Youth Support Service – JYSS (continued)

- ✓ Effective communication between people throughout the organisations
- ✓ Recognising and empowering effective use of people's *energy, creativity, passion and commitment*.
- ✓ Ability to be approachable and flexible
- ✓ Displaying transparency in the relationship
- ✓ Being professional in attitude and processes
- ✓ Being seen and heard together
- ✓ Building creative and innovative collaborative approaches – solution focused
- ✓ Ability to maintain and further develop the relationship if desired¹⁰

Principles of the Partnership Agreement

The principles underpinning this Partnership Agreement include:

1. The best interests of the client population is the primary focus for the development and implementation of this Partnership Agreement. Improved client outcomes will be achieved by addressing operations in and between all functions, including: contract management; strategic policy and planning; collaborative interagency reference and/or steering groups; and service delivery.
2. The agreements promoted within this document should be implemented flexibly to ensure that the needs of all client populations are considered, and there is not a group of clients who fall through the array of service strategies offered by JYSS and [INSERT NAME OF AGENCY].
3. This Partnership Agreement intends to promote a mutual climate of co-operation, professional respect and goodwill between JYSS and [INSERT NAME OF AGENCY].
4. Both JYSS and [INSERT NAME OF AGENCY] will strive to best serve the needs of mutual clients. This may include:
 - sharing information and strategically planning together;
 - ensuring information about changes in policy, procedure and/or practice which may affect the other party are communicated quickly and clearly;

Example of MOU contributed by Joondalup Youth Support Service – JYSS (continued)

¹⁰ Adapted from: "Shared Vision, Shared Benefits A study of community business partnerships WA" 2003

- encouraging the development and nurturing of collaborative relationships between staff;
- encouraging opportunities for combined learning and professional development to enhance service delivery, this may include; service providers, policy and planning personnel, team leaders, managers and other significant stakeholders;
- in situations where a disagreement emerges, working to a resolution as soon as possible to minimise any adverse affects.¹¹

Resolution of Differences

Where there is a disagreement or misunderstanding between JYSS and [INSERT NAME OF AGENCY] and staff has been unable to resolve the matter, the matter will be directed to the respective line management.

If the matter is unable to be resolved at line management level it should be directed to the respective Manger/CEO for resolution.

Term of Partnership Agreement

This agreement is for the period of [X years] and will then be reviewed by nominated agency representatives.

Authorisation

Signed of behalf of JYSS

Signature: _____ **Date:** _____

Signed of behalf of [INSERT NAME OF AGENCY]

Signature: _____ **Date:** _____

Example of MOU contributed by Joondalup Youth Support Service – JYSS (continued)

¹¹ Adapted from; 'WA SAAP Protocols *Lets Make It Happen*' 1998.

Schedule A

Joondalup Youth Support Services agrees to the following;

- ✓ JYSS will work closely with [INSERT NAME OF AGENCY] to provide support, information and advice on the issues surrounding youth homelessness. JYSS will attend a minimum of two [INSERT NAME OF AGENCY] team meetings per year to provide professional guidance expertise and experience on working with homeless young people
- ✓ JYSS will foster an environment for workers from both agencies to work in collaboration to best meet the needs of the client
- ✓ In the event of joint services delivery between [INSERT NAME OF AGENCY] and JYSS, JYSS staff will ensure all clients sign a release of information consent form so both workers can actively participate and support the development and updating of the Employment Pathways Plan and make recommendations of resource allocation from the Employment Pathways funds
- ✓ JYSS will support [INSERT NAME OF AGENCY] working in the North metro region and work collaboratively to develop and build local youth support networks

[INSERT NAME OF AGENCY] agrees to the following;

- ✓ [INSERT NAME OF AGENCY] will work closely with JYSS to provide support, information and advice on the issues surrounding Job Services Australia. [INSERT NAME OF AGENCY] will attend a minimum of two JYSS team meetings per year to provide professional guidance expertise and experience on Job Services Australia
- ✓ In the event of joint services delivery between [INSERT NAME OF AGENCY] and JYSS, [INSERT NAME OF AGENCY] staff will ensure all clients sign a release of information consent form so both workers can actively participate and support the development and updating of the Employment Pathways Plan and make recommendations of resource allocation from the Employment Pathways funds
- ✓ [INSERT NAME OF AGENCY] will support JYSS working in the North metro region and work collaboratively to develop and build local youth support networks

Example of MOU contributed by Joondalup Youth Support Service – JYSS

(end)

PRINCIPLES AGREEMENT – THIS IS AN EXAMPLE OF A COMPLEMENTARY DOCUMENT WHICH MIGHT BE USED WITH OR INSTEAD OF AN MOU.

The following protocols or behaviours will guide the development of relationships or strategic alliances established by [PROVIDER 1] with [Provider 2]. The protocols or behaviours are underpinned by both a set of principles and values.

Partnering Principles

- Transcending adversarial or competitive relationships to ensure a positive philosophy underpins the relationship
- Truly sharing and improving public recognition for all joint programs and projects and each organisation
- Common agendas and trust which are open and transparent and the development of flexibility over time
- Recognition of the need for and authority of each organisation's relevant governance structure
- Recognition and respect of the need for independence and autonomy of each organisation and their associated image
- Equal risk reduction for both parties through open information sharing and the highest of confidentiality in relation to sensitive information
- Development of marketing opportunities which equally benefit both organisations
- Inclusion of partners in opportunities for the joint development of best practice in all services
- Equally sharing risks and rewards, including savings
- Establishing a pricing mechanism that does not disadvantage either party or either party's client group
- Appropriate exit clauses which do not disadvantage either party

Partnering Values

Honest and Open

That problems, faults and changes be dealt with in a proactive manner; with no blame, and work towards a common problem solving solution.

Timeliness

That both partners provide information and/or share issues in a timely manner, that allows each party to deliver planned responses and does not place the other party in an embarrassing position.

Example of Principles Agreement Contributed by Youth Projects Inc – Victoria (continued)

Empathy

That the organisations jointly look towards understanding the needs and expectations of the other party's point of view and business/commercial needs, to meet corporate and governance accountabilities.

Transparency

That the planning, decision making, working process and monitoring of the relationship and performance will be transparent and auditable in all operations of the organisation.

Respect

That there is an acceptance of the respective roles and responsibilities of each party; and that each party respects the unique differences of the other organisation and the complimentary components which make up the organisation.

Political Relationships

That each party respect the political mandate and recognise the community service obligations of the other organisation and that in dealing with political, contractual or commercial requests that a seamless system of communications is in place.

Example of Principles Agreement Contributed by Youth Projects Inc – Victoria (end)

- **Examples of effective collaborations between Homelessness Providers and Job Service Australia Providers**

Intake and Assessment Information

The intake/registration process presents an opportunity to identify other support services assisting the client. Redesigning the Intake or Registration Form to include scope to record the names and contact details of other agencies/workers involved in providing support to the client, will assist in identifying whether or not the client is connected to a specific homelessness service or other community support agencies. If this information is elicited during the early stages of the relationship with the client, contact can be made with other service providers (with client consent) which can help facilitate the development of integrated support and collaborative servicing arrangements for that individual job seeker.

Co-case management

HS and JSA providers work with clients within a case management context. A key element of case management involves developing a case plan or an Employment Pathway Plan in the case of JSA. These plans include short and long term goals and specific strategies which will assist the individual to achieve these goals. Joint or co-case management involved both the HS and JSA provider working collaboratively to help the homeless job seeker achieve the goals included in these plans. This might include developing shared plans, frequent case conferencing, identifying the support roles that each worker can undertake in helping the individual to progress to the achievement of his/her goals.

Developing staff expertise

Developing joint training arrangements is an excellent way to share knowledge and expertise. Many workshops focus on enhancing skills in relation to working with people with complex needs and are appropriate for employees working in both homelessness and employment services contexts. For example, people experiencing mental illness, people from different cultural backgrounds, Alcohol and Other Drugs issues, working with people who have experienced trauma. Other options which may assist in skill development include job shadowing for short periods of time to gain an understanding of the JSA and/or HS operating environment.

Employment Pathway Fund and Purchasing Specialist Interventions

Several HS providers and JSA providers have developed arrangements, where collaborative case co-ordination has been supported through interventions which have been purchased from the HS provider using the Employment Pathway Fund, e.g. training courses, specialist counselling, pre-employment and personal development workshops.





Community Engagement/Partnership Co-ordinator

Many JSA providers have created a specific role within their organisation which has the primary focus of consulting with community groups and homelessness service providers with the intention of developing co-operative working relationships. Many of these people work in a community development capacity to identify resources within the community which will assist them in working with job seekers with complex needs.

Outreach Service Arrangements

Providing outreach servicing arrangements, where employees of HS and/or JSA organisation meet with mutual clients in each other's premises. The primary aim of outreach services is to positively engage with homeless job seekers in an environment where they feel comfortable. This enhances the development of a trusting relationship and can support the delivery of co-case management.

How do I get started?

-  *Find out who your local Job Services Australia providers are: access Australian Job Search, ask around in your office as another worker might know or ask Centrelink*
-  *Give your local Job Services Australia providers a call and ask to speak with their Site Manager or Stream 4 Consultant– tell them you are interested in finding out more about their services*
-  *Talk to your manager - Invite local Job Services Australia providers to your next staff meeting*
-  *Do you attend the local interagency meetings? Invite your local Job Services Australia providers to come along – maybe suggest that they give a presentation about their services at the next meeting.*

Collaboration at Work – Case Studies

Case Study - JSA & HS PARTNERSHIP

Workskills Employment Solutions and Colony 47 Tasmania

Homelessness services provider Colony 47 and JSA provider Workskills Employment Solutions have developed an excellent model of collaboration which involves housing case managers and employment case managers working closely to ensure that homeless job seekers receive holistic services which aim to address accommodation, social and employment needs.

Colony 47 which has been operating since 1971 has eight sites across Tasmania and delivers over 25 different types of services supporting people who are experiencing homelessness or suffering disadvantage. Workskills has been operating in the Hobart area for over 28 years and delivers employment services as a JSA provider, from several sites in South East Tasmania. Workskills has a strong commitment to community networking and employs a Community Engagement Co-ordinator to work collaboratively with existing community groups and services to maximise employment, training and social outcomes.

Both agencies understand the significant importance of stable, affordable housing and sustainable employment as pathways out of poverty for disadvantaged people and have committed to working collaboratively to address these twin needs for the clients who use their services by developing a cooperative partnership, which has been formalised through a Memorandum of Understanding.

Aspects of the partnership include:

- A collaborative case management approach.
- Sharing Information and best practice
- Developing joint service arrangements

For more information contact

Emily Churches at Colony 47

Phone 03 **6214 14 31**

Email: emilyc@colony47.com.au

Irena Zieminski at WorkSkills

Phone: 6224 4566

Email: irenaz@workskills.org.au

Case Study - Partnership JYSS and atWork Australia

Joondalup Youth Support Services (JYSS) is a specialist youth service, with over 21 years experience working with young people who are homeless and severely at risk of homelessness. JYSS has been funded by the Australian Government's Innovation Fund to deliver a project known as *Youth Matters*.

Youth Matters aims to assist young people who are homeless or at risk of homeless to address barriers that prevents them from achieving their goals. This includes:

- Assistance with accommodation, family support, counselling and drug education;
- Links with, and active engage in community activities;
- Return to school, further education or training;
- Access to Career Guidance including support to gain employment;
- Obtain income support from Centrelink;
- Link in with Job Services Australia providers to help young people to achieve their goals

Youth Matters offers intensive individual case management to Stream 4 clients and has the resources to address underlying barriers including personal, social and family issues which may be hindering a clients' abilities to engage in, or maintain their education, employment or training activity. As such, there is great benefit in JYSS and JSA providers working collaboratively to achieve mutually beneficial outcomes for each service, and more importantly, positive outcomes for some of the most vulnerable members of the community.

JYSS has a developed formalised partnership with atWork Australia which is a JSA provider in the local area and is working to partner with many more in the West Coast District. Many JYSS clients have experienced positive outcomes through being linked with JSA providers, and JYSS is keen to work together with JSA providers to provide seamless, integrated service delivery to young people experiencing homelessness.

Youth Matters also includes a training and information component designed to enhance the ability of mainstream services to meet the needs of homeless young people by increasing their knowledge, understanding, skills and resources. The Youth Matters training program, is delivered face-to-face with JSA providers in the West Coast district and includes the following information about youth homelessness;

- What is youth homelessness?
- Definitions of homelessness
- Myths about youth homelessness
- Prevalence of homelessness in Australia and homelessness statistics
- JYSS' philosophies and methods of working with homeless young people
- JYSS' strengths-based conceptual framework
- Effective case management strategies
- Addressing 'whole of life' needs
- Effective engagement strategies
- Wrap-around of services approach
- Utilising partnerships
- How JYSS can work collaboratively with Job Services Australia

JSA staff are also provided with a hand-out which outlines key points of information such as engagement strategies and includes a comprehensive list of referral points that are youth-friendly; including counselling services, accommodation support, humanitarian and refugee services, Indigenous-specific services, family assistance, drug and alcohol support, financial counselling and sexual health.

For more information contact: Amy Hackett at JYSS

Phone **(08) 9300 2677**

Email amy@jyss.org.au

Case Study - Homelessness Service and JSA Collaborative Relationship

YOS and Sarina Russo Job Access

The Salvation Army Youth Outreach Service (YOS) provides a range of services across four sites (Fortitude Valley, Stafford, Lawnton and Caboolture) including medium to long term accommodation, alternative education programs, case management and youth drop in services to support homeless young people in the Brisbane and Brisbane North region. They have developed excellent working relationships with a number of JSA providers in the local area.

YOS has a particularly good relationship with Sarina Russo Job Access in Fortitude Valley and Strathpine. The two services are located within close proximity of each other and the collaborative relationship involves:

- Case Co-ordination of Stream 4 clients.
- Outreach support services which involves Sarina Russo Job Access workers visiting the YOS premises and the YOS workers visiting the Sarina Russo Job Access premises to connect with job seekers who are experiencing homelessness.
- Referring job seekers to YOS Lawnton to attend 'Training Wheels – Driver Education' program and Personal Development Program which aims to assist young people in developing interpersonal and social skills.
- YOS referring young people experiencing homelessness to JSA.

The development of this close working relationship has achieved successful outcomes for individual clients of both the services. The workers in the homelessness services and the employment services are gaining a stronger understanding of each other's role through sharing information and developing collaborative arrangements to effectively and positively engage homeless young people and support them in achieving their individual goals.

For more information contact:

Sherene Hicks at The Salvation Army Youth Outreach Service
Phone: (07) 3864-1245
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Refer to Attachment A, Section 2 Learning Exercises

Service Directory & Useful Links



Name	Description	Link/Contact
DEEWR	<p>The Department of Education, Employment and Workplace Relations provides information about all portfolio aspects of the Department, including Employment. Information is available on:</p> <ul style="list-style-type: none"> • Early Childhood (including Child Care) • Schooling • Higher Education • Skills • Youth • Employment • Workplace Relations • Indigenous • International 	http://www.deewr.gov.au
Australian Job Search	Australian Job Search contains all current job vacancies available through JSA, as well as a list of all JSA providers.	http://jobsearch.gov.au/default.aspx
FaHCSIA	<p>Department of Families, Housing, Community Services and Indigenous Affairs provides a range of programs and information for:</p> <ul style="list-style-type: none"> • Carers • Child support • Communities • Families • Gambling and drugs • Housing and homelessness • Indigenous Australians • Mental health 	http://www.fahcsia.gov.au



Name	Description	Link/Contact
	<ul style="list-style-type: none"> • People with disability • seniors • Volunteers • Women 	
Centrelink	Information about job seeking, payments	http://www.Centrelink.gov.au
Department of Human Services	Consists of the Portfolio Department of Human Services—including the Child Support Agency and CRS Australia—and the Human Services agencies, Centrelink, Medicare Australia and Australian Hearing.	http://www.dhs.gov.au
Social Inclusion	Information on policies and programs that fit into the Social Inclusion Agenda	http://www.socialinclusion.gov.au
Australian JobSearch	JobSearch is Australia's largest free online jobs board.	http://www.jobsearch.gov.au/
Australian Apprenticeships	Provides Information about apprenticeships, and the benefits of combining practical work and training.	http://www.australia.gov.au/bye?http://www.australianapprenticeships.gov.au/
Australian Apprenticeships Access Programme	Provides job seekers who experience barriers to skilled employment, with pre-vocational training, support and assistance to obtain and maintain an Australian Apprenticeship.	http://www.australia.gov.au/bye?https://accesstraining.deewr.gov.au/
Australian Volunteer Search	Australian Volunteer Search is Australia's most comprehensive online volunteer recruitment and matching service.	www.volunteersearch.gov.au
Career Advice Australia	Helps young people aged 13 to 19 years to move through school, and into further study, training or work .	http://www.careeradviceaustralia.gov.au/









Name	Description	Link/Contact
Compact with Young Australians	Initiative aimed providing training places for every Australian under 25.	http://www.deewr.gov.au/Ministers/Gillard/Media/Releases/Pages/Article_090430_154925.aspx
Green Corps	Green Corps is a Work Experience Activity. It's aim is to provide opportunities for job seekers to participate in activities that benefit Australia's natural environment and cultural heritage.	http://www.greencorps.gov.au/
JobGuide	Provides an in-depth look at a range of occupations and how to get the training or education you need for them. There's also information about how to choose an occupation based on a person's skills and abilities.	http://www.deewr.gov.au/Schooling/SchoolingRelatedWebsites/Pages/JobGuide2009.aspx
Experience+	Experience+ is a web site supporting mature age employment and contains information for employers, mature age job seekers and mature age workers.	http://www.deewr.gov.au/Employment/Programs/ExpPlus/Pages/default.aspx
Lifeline	Non-profit organization offering crisis and community services	http://www.lifeline.org.au/
MyFuture	Online career exploration and information service to help people make informed career decisions	http://www.myfuture.edu.au/
New Enterprise Incentive Scheme (NEIS)	The New Enterprise Incentive Scheme (NEIS) is an activity delivered by Job Service Australia (JSA) providers to assist those looking to develop their own business opportunities.	http://www.australia.gov.au/bye?http://www.deewr.gov.au/jobservicesaustralia

Name	Description	Link/Contact
School Business Community Partnership Brokers (Partnership Brokers)	Provision of School Business Community Partnership Broker services to create and improve partnerships between community, business, and schools to extend learning beyond the classroom, increase student engagement, lift attainment and improve educational outcomes.	http://www.deewr.gov.au/Youth/YouthAttainmentandTransitions
Tools For Your Trade (TFYT)	The Tools For Your Trade Initiative will help to alleviate the financial burden on eligible Australian Apprentices, usually in the first year of their Australian Apprenticeship, by providing tool kits worth up to \$800 including GST.	http://www.australia.gov.au/bye?http://www.toolsforyourtrade.com.au/
Transition to Independent Living Allowance	TILA provides one-off financial support for people leaving formal state-based care or informal care, such as out-of-home care and Indigenous kinship care arrangements.	http://www.deewr.gov.au/Youth/OfficeForYouth/YouthPrograms/Pages/YouthPrograms.aspx#the transition to independent living allowances (tila)
Indigenous Youth Mobility Program (IYMP)	Helps young Indigenous people move away from home to gain the skills they need to get a job in their community or elsewhere. Depending on individual circumstances, participants are given appropriate accommodation and then supported during their education and/or training pathway.	Http://www.deewr.gov.au/Indigenous/Schooling/Programs/YouthMobilityProgram/Pages/ProgramSummary.aspx

Name	Description	Link/Contact
Youth Connections	The Youth Attainment and Transitions National Partnership was agreed to by COAG in July 2009. The National Partnership includes provision of the development of the Youth Connections program. Youth Connections providers will deliver a continuum of service to at-risk young people in all Australian states and territories.	http://www.deewr.gov.au/Youth/YouthAttainmentandTransitions
Youth.gov.au	Central hub of Government information for young people	http://www.youth.gov.au/

Fact Sheets and Brochures

Description	Link
DEEWR Complaints, Compliments and Suggestions Form	 PDF 87KB  RTF 1.46MB http://www.deewr.gov.au/Employment/JSA/Resources/Documents/ComplaintsComplimentsSuggestionsForm.pdf
Job Services Australia Brochures including information on: <ul style="list-style-type: none"> • New Enterprise Incentive Scheme (NEIS) • Harvest Labour • Work Experience • Work for the Dole • Green Drought Force • Recently lost your job • Labour adjustment programs 	Job Services Australia brochures http://www.deewr.gov.au/Employment/JSA/Resources/Pages/Home.aspx#1#1
Job Services Australia Fact Sheets including: <ul style="list-style-type: none"> • Service Guarantees • Code of Practice 	Job Services Australia factsheets http://www.deewr.gov.au/Employment/JSA/Resources/Pages/Home.aspx#2#2 Service Guarantees http://www.deewr.gov.au/Employment/JSA/Resources/Pages/Home.aspx#3#3 Code of Practice http://www.deewr.gov.au/Employment/JSA/Resources/Pages/Home.aspx#4#4
Looking for Work? Booklet	Looking for work? [Booklet, 24 pages, PDF: 3,310KB] Looking for work? [Booklet, 27 pages, RTF: 207KB] http://www.centrelink.gov.au/internet/internet.nsf/filestores/lw001_0912/\$file/lw001_0912en.pdf
Studying or Training? Booklet	Studying or training? [Booklet, 20 pages, PDF: 4,259KB] Studying or training? [Booklet, 22 pages, RTF: 110KB] http://www.centrelink.gov.au/internet/internet.nsf/filestores/st001_0912/\$file/st001_0912en.pdf

Need help in a Crisis? Booklet	Needing help in a crisis? [Booklet, 20 pages, PDF: 3,930KB] Needing help in a crisis? [Booklet, 20 pages, RTF: 106KB] http://www.centrelink.gov.au/internet/internet.nsf/filestores/ch001_0912/\$file/ch001_0912en.pdf
Guide To Australian Government Payments Booklet	Guide To Australian Government Payments Booklet http://www.centrelink.gov.au/internet/internet.nsf/publications/co029.htm
Guide to Payments – Family Assistance Office	Guide to Payments – Family Assistance Office http://www.centrelink.gov.au/internet/internet.nsf/publications/fpr006.htm
DEEWR Resources and Fact Sheets	http://www.deewr.gov.au/Employment/JSA/Resources/Pages/Home.aspx#4
Compact with Young Australians Fact Sheets	 PDF 106KB  RTF 59KB http://www.deewr.gov.au/Youth/YouthAttainmentandTransitions/Documents/CompactFactSheetYoung.pdf  PDF 100KB  RTF 75KB http://www.deewr.gov.au/Youth/YouthAttainmentandTransitions/Documents/CompactFactSheetParents.pdf
School Business Community Partnership Brokers (Partnership Brokers) List of Preferred Providers	 PDF 21KB  RTF 283KB http://www.deewr.gov.au/Youth/YouthAttainmentandTransitions/Documents/PreferredBroker091204.pdf
Youth Connections List of Preferred Providers	 PDF 29KB  RTF 387KB http://www.deewr.gov.au/Youth/YouthAttainmentandTransitions/Documents/PreferredYouthConnections091204.pdf

Note: Job Services Australia publications and information documents.
 Adobe Reader may be needed to view the above publications. You can download the latest version of Adobe Reader free of charge from the [Adobe web site](#).

Glossary

Actively seeking work	Looking for, and being willing and available to undertake paid work. For example, applying for jobs or attending job interviews.
Activity Agreement	A formal document signed prior to 30 June 2009 negotiated by either Centrelink or an Employment Services Provider and a job seeker that contains all the activities, both compulsory and voluntary, that a person has agreed to undertake. Superseded from 1 July 2009 by the Employment Pathway Plan.
Activity Test	Refers to the activities Centrelink customers must complete to receive certain Centrelink payments, for example Newstart Allowance. Activities include looking for work or undertaking activities designed to improve the job seeker's employment prospects.
Activity Test Exemption Period	Certain special and verifiable circumstances in which a job seeker is not obligated to actively look for work or undertake other activities in order to remain eligible for an income support payment.
Administrative Appeals Tribunal (AAT)	An independent tribunal to resolve disputes between people and government agencies. It can review decisions of the Social Security Appeals Tribunal.
Apprenticeship	A scheme combining practical work with structured training that gives people experience and a nationally recognised qualification.
Approved activity	Job seekers with a participation requirement are required to actively look for work or participate in suitable training or other activities that will assist them in returning to employment. These activities are known as 'approved activities'.
Approved course of study	Study that is an approved activity for unemployed people. It is usually full-time and less than six months.
Assessment	A formal assessment of a job seeker's level of disadvantage by either Centrelink or a Provider, using a JSCI, or by a JCA Provider, through a JCA, and includes specification of the Stream under which Job Services Australia assistance will be provided to the job seeker.
Australian Apprenticeships Access Program (Access Program)	Helping disadvantaged job seekers to successfully participate in an apprenticeship or traineeship.

Australian Disability Enterprises (ADE)	These services employ and support people with illness, injuries or disabilities, often in specialist working environments. Funded by FaHCSIA, ADEs were previously known as Business Services.
Austudy payment	A payment for students aged 25 or over doing an approved full time course at an approved institution.
Basic rate of payment	The minimum amount of income support payable per fortnight, not including additional payments such as Rent Assistance.
Capacity for work	A person's ability to work which may be reduced by an illness, injury or disability.
Capacity to earn income	A person's overall capability (i.e. health, intellect, experience) to perform productive activities either as a self-employed person or in someone else's employment.
Centrelink	A government agency delivering a range of Commonwealth services to the Australian community, including the provision of income support for families and individuals.
Centrelink Agents	Centrelink has a network of more than 370 Agents located in rural and remote communities where people can lodge their forms, receive information and have free use of a phone, fax/copier and internet enabled computer for Centrelink related business. Agents are not Centrelink staff.
Change of Circumstances	Has 2 meanings: <ol style="list-style-type: none"> 1. A legal requirement for people to notify Centrelink within a specified period of changes that affect their entitlement and rate of payment for income support, for example a change of address. 2. Within the employment services context, a change in the job seeker's circumstances that may impact on their ability to participate in employment assistance at their current assessed level.
Change of Circumstances Reassessment'	A reassessment of the level of disadvantage which is conducted for job seekers: <ol style="list-style-type: none"> (a) in Streams 1 to 3, by Centrelink or the Provider using a JSCI, or a JCA Provider through a JCA, where appropriate; or (b) in Stream 4, by a JCA Provider through a JCA, and includes specification of the Stream Services which will be provided to the job seeker.
Community Development Employment Project (CDEP)	The Community Development Employment Project is a community based employment initiative funded by FaHCSIA and the Torres Strait Regional Authority. CDEP enables Aboriginal and Torres Strait Islander communities and organisations to take control of their own communities' economic and

social development, and to provide employment for people in their communities.

Compliance Activity	An activity a job seeker can undertake to avert or end a serious failure penalty early. This is referred to as a serious failure requirement in the <i>Social Security (Administration) Act 1999</i> .
Compliance Penalty	Financial penalty as a result of a job seeker's non-compliance with an Activity Test or participation requirement where a reconnection or No Show, No Pay failure has been applied. It can also be the result of the application of a serious failure for persistent non-compliance. For example, a job seeker not fulfilling their Employment Pathway Plan compulsory activity or participation requirement or not attending a reconnection appointment. The penalty may be a non-payment period for eight weeks or a failure penalty amount. The definition of a debt related penalty is not covered by this definition.
Comprehensive Compliance Assessment	An assessment undertaken by Centrelink specialists to uncover the reasons for non-compliance. This is aimed at informing a determination on a serious failure for persistent non-compliance and/or to enable and support the development and implementation of suitable early intervention strategies.
Connection Failure	A connection failure is incurred when a job seeker fails to attend an appointment without a valid reason, does not return a satisfactory job seeker diary to Centrelink or refuses to enter into an Employment Pathway Plan. When a connection failure is applied, the job seeker is required to attend a reconnection appointment. There is no immediate financial penalty associated with a connection failure.
Contact Request	An electronic request sent by the JSA provider through DEEWR's IT Systems to Centrelink, seeking Centrelink's assistance in establishing contact with a job seeker who has failed to meet any one or more of his or her Activity Test Requirements. Note: This is an alternative to compliance action.
Customer Reference Number	A unique number given to every Centrelink customer.
DEEWR Customer Service Line	A free call telephone service which puts job seekers and employers in contact with a DEEWR Customer Service Officer in the state or territory where the phone call is made. The number is 1800 805 260.
Direct Registration or Directly Register	There are circumstances where an employment services provider can register a job seeker in DEEWR's IT system where that job seeker does not have a Referral through Centrelink, for example young people aged 15-20 who meet the Vulnerable Youth or Vulnerable Youth Student definitions.

Disability Employment Services	Services providing specialised employment assistance for people with disabilities, injuries or illness funded by DEEWR.
Disability Support Pension	<p>Payment to persons 16 years or older where:</p> <ul style="list-style-type: none"> • their disability, illness or injury has been assessed as preventing them from working for 15 hours or more per week at or above the relevant minimum wage or be reskilled for such work in the next two years • They are working under the Supported Wage System, and/or • permanently blind.
Early School Leaver (ESL)	<p>This applies to a Youth Allowance job seeker who:</p> <ul style="list-style-type: none"> • is less than 21 years old, and • has not completed Year 12 or an equivalent qualification (Certificate Level II or above), and • is not undertaking full time study as a Youth Allowance Full Time student.
Education Entry Payment	A payment made to certain Centrelink customers who enrol in an approved course of education.
Eight week non-payment period	A penalty imposed on a job seeker when they are found to have committed a serious failure or became unemployed as a result of a voluntary act or misconduct. For example, they have failed to commence suitable employment, refused a suitable job offer, or are found to be persistently non-compliant. A job seeker's payment may be stopped for a period of eight weeks.
Employment Pathway Fund (EPF)	A flexible pool of funds held by DEEWR, which is nominally credited to the employment services provider to use to purchase goods and services to help assist with assessed job seeker vocational and non-vocational needs.
Employment Pathway Plan (EPP)	A formal document signed after 30 June 2009, negotiated by either Centrelink or an employment services provider with a job seeker that contains all the activities, both compulsory and voluntary, that a person has agreed to undertake. This includes activities aimed to assist the job seeker on their path to employment.
Employment Separation Certificate	A certificate on which an employer lists details of a former employee. It includes the reason for ceasing work, the date work ceased and details of termination payments. An Employment Separation Certificate is required to be provided when a person lodges a claim for certain income support payments, for example NSA.
Employment Services Provider	An organisation contracted by the Department of Education, Employment & Workplace Relations to provide employment services to job seekers.

Fail to notify of a change of circumstances	Not advising Centrelink of a change of circumstances can have significant financial implications for some job seekers, especially if an overpayment results from this omission, it will be recovered from the recipient.
Freedom of Information Act	An Act to give members of the public rights of access to official documents of the Government of the Commonwealth and of its agencies. For Centrelink customers, this means they can see their own files and the rules used to make decisions about them.
Income support	A pension, benefit, allowance or other kind of payment paid to a person under the <i>Social Security Act 1991</i> and the <i>Social Security Act (Administration) 1999</i> .
Income test	Centrelink pays pensions, benefits or allowances only if a person's income is below a certain amount. Under this test, a person can have a certain amount of income and still receive a pension or allowance payment. This is called allowable income. A different income test applies to each payment type.
Job Capacity Account	Funding available to Job Capacity Assessors to purchase short-term services or interventions to help job seekers who require this assistance before being referred to an employment service provider.
Job Capacity Assessment	A full assessment of a person's ability to work involving the identification of a person's barriers to employment and any help that may be required to assist them to overcome those barriers. Job Capacity Assessments are conducted by suitably qualified staff.
Job Capacity Assessor	The person who conducts a Job Capacity Assessment. Assessors are able to directly refer people to services to help find and maintain employment.
Job Seeker Classification Instrument	The JSCI is used to measure a job seeker's relative disadvantage in the labour market. The level of disadvantage is expressed as the JSCI score which determines the job seeker's Stream eligibility under JSA. The information in the JSCI is based on a job seekers' answers to the JSCI questions plus other information known to influence employment prospects.
Job Seeker Diary	Used to record job search efforts.
Job Services Australia (JSA)	A national network of organisations dedicated to helping job seekers find and keep a job. Centrelink is the gateway to JSA, providing referral to, and information about, JSA providers and the services they deliver.
Job Services Australia (JSA) provider	A JSA providers role is to help job seekers to overcome their vocational and non-vocational barriers, which can include offering advice on searching for jobs, career options, employment programs, refer to a range of services that can help the job seeker, help arrange job interviews and help job seekers to meet their obligations while they are looking for work.

New Enterprise Incentive Scheme	A scheme that helps with training and supports people interested in becoming self employed.
Newstart Allowance	Paid to people who are considered to be unemployed, capable of undertaking, available for and actively seeking work, or temporarily incapacitated for work.
No Show, No Pay failure	A failure applied to instil a 'work like' culture to employment services by reinforcing the importance of attending and fully participating in compulsory activities and job interviews. Results in a penalty amount equivalent to one 'working' day's pay.
Offer of suitable employment	An offer of work within reasonable travelling distance suited to a person's training, ability or experience, paying at least the applicable statutory rate and offering safe working conditions.
Participation failure	A failure applied when a person who is subject to a compulsory Activity Test or participation requirement fails to meet their requirements without a reasonable excuse. Participation failures ceased to apply to job seekers who fail to comply with their Activity Test or participation requirements post 1 July 2009 although Youth Allowance and Austudy students are still subject to such failures.
Participation requirements	Participation and activity test requirements refer to the activities Centrelink customers must complete to receive certain Centrelink payments, including Newstart Allowance, Youth Allowance (job seeker), Parenting Payment and Special Benefit.
Period of Unemployment	A job seeker's period of unemployment commences on the date on which a job seeker registers with Centrelink or directly with a provider as unemployed and concludes when the job seeker exits Stream Services.
Privacy	A legal obligation to comply with the Privacy Act 1988, which contains principles about how information that identifies an individual is handled.
RapidConnect	A Centrelink referral process that gives unemployed people early access to an employment service provider and employment opportunities, which the job seeker must attend, otherwise payment of income support might be delayed.
Reasonable steps to obtain work	Actions showing that someone is genuinely looking for a job. For example, applying for jobs, phoning for job interviews, looking at positions vacant in newspapers.

Reconnection failure	A failure applied following the application of a connection failure and the job seeker's failure to attend the subsequent reconnection appointment. This results in a financial penalty until the job seeker reconnects or is no longer required to reconnect with their provider or Centrelink.
Refuse an offer of work	If a person refuses an offer of suitable work and thus remains unemployed, payment of certain income support payments may cease or a serious failure non-payment period may be imposed.
School leaver	A person who has just left secondary school and is entering the workforce for the first time.
Serious Failure	A job seeker may incur a serious failure when he or she, without a valid reason refuses an offer of employment, or fails to commence suitable work without a reasonable excuse. A serious failure will also be incurred where a job seeker is found to be persistently non-compliant following a Comprehensive Compliance Assessment. The penalty for a serious failure is an eight-week non-payment period.
Serious Non-Vocational Barrier	For a Vulnerable Youth or Vulnerable Youth Student, a non-vocational barrier that requires immediate intervention with a view to stabilising the circumstances of the young person.
Skills Assessment	An assessment by the provider to determine what work/educational skills and experience a job seeker currently possesses and to identify and develop strategies for the job seeker to obtain sustainable employment.
Social Outcome	A measure of the progress of a job seeker in Stream 4 towards work readiness, as assessed by a JCA Provider after approximately 12 months of participation in Stream 4.
Social Security Appeals Tribunal	The SSAT is the first level of external review of decisions made by Centrelink about social security, family assistance, education or training payments and is also the first level of external review of most decisions made by the Child Support Agency.
Stream Services	Employment services delivered in either Stream 1, 2, 3 or 4 by a Job Services Australia provider.
Traineeship	A scheme combining practical work with structured training to give young people experience and a nationally recognised qualification.
Training course	A course that an individual may undertake, either as preparation for work or on-the-job training.

Unemployment non-payment period	If a job seeker voluntarily ceases suitable work or is dismissed from suitable work due to misconduct as a worker, they may be subject to an 8 week unemployment non-payment period before receiving an income support payment.
Vulnerable Youth	<p>The young person is all of the following:</p> <ul style="list-style-type: none"> • aged from 15 to 20 years inclusive • <u>not</u> employed for more than 15 hours per week • has at least one <i>Serious Non-vocational Barrier</i> • <u>not</u> in receipt of income support; and • determined to have a legal right to work in Australia.
Vulnerable Youth Student	<p>the young person is all of the following:</p> <ul style="list-style-type: none"> • aged from 15 to 20 years inclusive • a full time student • determined to have at least one <i>Serious Non-vocational Barrier</i> • presenting in crisis • unable to be referred to an alternative <i>Local Youth Service</i>; and • determined to have a legal right to work in Australia. <p>If a young student can be referred to other Local Youth Services to have their immediate needs met, for example the Youth Pathways Program or Reconnect Program, they will not meet the Vulnerable Youth Student definition.</p>
Vulnerability Indicator	A flag added to a job seeker's computer record which indicates that the individual might have difficulty meeting their participation requirements due to a vulnerability and thus have a high risk of non-compliance. Whilst this is not an exemption from compliance, the factors must be considered. Only Centrelink can add or remove this flag.
Working Age	The age where people can undertake employment. Generally from 15 to 65 years.
Youth Allowance	An income support payment for students, trainees and Australian Apprentices generally aged between 16 and 25 years, or job seekers generally aged between 16 and 20 years.
Youth Connections	Assists young people aged 13 to 19 who are at risk of not completing Year 12 or its equivalent.

Attachment A Training Presentation Pack

TRAINING PRESENTATION PACK

This Training Presentation Pack can be used by individuals in a self paced learning environment or as part of an interactive workshop in a group learning environment.








If this training is being undertaken by an individual working alone, it is recommended that you read through the Resource Kit, referring to the Learning Activities at the completion of each section.

If this training is being conducted in a Group Setting – the Facilitator should familiarise himself/herself with the Resource Kit and PowerPoint and determine the pace of the training workshop. We recommend that you schedule a 3 – 4 hour workshop involving - 6 – 20 participants.

Suggested Training Outline

Preparation for the Workshop	<ul style="list-style-type: none"> • Read through the Workbook, Companion Guide, Handouts and Power Point presentation. • Determine which Hand Outs you would like to include in your presentation. • Ensure that each participant has a copy of the Workbook and the Companion Guide. • Print sufficient copies of Hand Outs for the Group. • Ensure you have access to Chart Paper, Pens, Whyte Board and Data Projector. • Print out the Evaluation Form included at Appendix 1 in this Work book. • Supply Name Plates or Labels which contains each participant's first name and the words – HOMELESSNESS MEANS (leave blank)
Welcome and Introductions	Firstly welcome the group and introduce yourself and your background.
Ice Breaker & Group Introduction	<p>Use a specific Ice Breaker to undertake the group introduction.</p> <p>For example, you could ask each participant to introduce themselves and give one word on what they think it means to be homeless. Explain that everyone must give a different word (no repeats) write the words on the Whyte Board as you go around the room. Ask each person to write their chosen word on the Name Plate/Name Tag.</p> <p>Discuss the list amongst the group at the end of the introductions.</p>
Explanation of the workshop	Provide an overview of what you expect to cover in the workshop and outline the Objectives of this training. Explain that the intent is to make the workshop interactive and to encourage each participant to develop an action plan to support the development of collaborative relationships.
Power Point Presentation	<p>The Power Point slide show is intended to introduce each Topic and should be used in conjunction with the workbook.</p> <p>The Workbook provides instructions for each Topic and may ask participants to :</p> <ul style="list-style-type: none"> • Read a section of the Work book, the Companion Guide or a Hand Out. • Discuss the information. • Brainstorm strategies or ideas • Write notes • Complete Summary Quiz • Seek further information
Facilitate Workshop	Work through PP slides and Workbook
Conclude Workshop	To conclude the workshop, ask participants to provide a brief comment on any new insight they have gained as a result of the workshop.
Evaluation Form	Ask participants to complete the Evaluation Form.

Icon Register

Icon	Meaning
	Read - Participants are requested to read the relevant material from either the Work Book or other source as directed.
	Discuss - If training is being conducted in a group session, participants are encouraged to discuss the issues referred to in the Workbook.
	Brainstorm – Participants are encouraged to brainstorm ideas, strategies and/or solutions.
	Question - Relates to questions which might be considered in a group setting or used in personal reflection on the material presented.
	Handout - Participants are able to download and print handouts, which provide additional background material.
	More Information – Relates to links and reports which provide additional information on the specific topic.
	Write - Participants are encouraged to write notes or record their responses to specific questions.

Section 1 - Job Services Australia: How it works

- [ACT](#)
- [NSW](#)
- [NT](#)
- [QLD](#)
- [SA](#)
- [TAS](#)
- [VIC](#)
- [WA](#)



Australian Job Search contains all current job vacancies available through JSA, as well as a list of all JSA providers.

<http://jobsearch.gov.au/default.aspx>



Click onto your relevant State or Territory. Locate your local Job Services Australia providers. Are there any new ones?



In what type of situations might there be a change of circumstances, warranting a review of the job seekers' circumstances?



How can you assist one of your clients who has an impending review of their circumstances?



What are some of the key differences between the different Streams?



What are some of the activities you might include in an Employment Pathway Plan? Detail some specific barriers people may experience and outline a strategy to address each barrier.

Barrier	Possible Strategy



Focussing on the Employment Pathway Fund Principles, discuss any purchases of services or other assistance that might be considered to be inappropriate?

CASE STUDY

Rachel is 22 years old and she left school when she was 15 years old. She has had a few short term jobs over the last few years.

Rachel's mum died two years ago. Rachel grew up in a single parent household but she doesn't know her father and she was very close to her mum. Her mother's death had a significant impact on Rachel and she experienced complicated grief which spiralled into deep depression.

She hasn't worked for the past two years and has been homeless for 18 months. She is currently staying in a youth refuge. Her self confidence and self esteem are very low and her personal hygiene has been affected as a result. She has attempted suicide twice in the past 12 months. Rachel has been referred to Stream 2 services in JSA.



Read the Case Study and outline the steps you would take to help Rachel as a HS provider with links to Rachel's JSA Provider.



View the Service Guarantees and Code of Practice. What are some of key issues referred to in these documents?



Discuss Job Seeker Compliance Issues and how you might be able to support your clients to ensure that they understand and comply with their Participation Requirements.

Summary Quiz

Complete the Summary Quiz by responding to the following statements - True or False

Statement	True or False
All job seekers can directly register with Job Services Australia.	
The JSCI is standardised assessment tool used to measure a job seeker's relative disadvantage in the labour market.	
A JSCI score can never be changed.	
Job Services Australia provides employment services through 10 Stream Service Types, Streams 1 – 10.	
JSA providers work with each job seeker to develop an Employment Pathway Plan.	
The JSA provider can use the Employment Pathway Fund to purchase vocational and non-vocational goods and services that will assist the job seeker in obtaining employment.	
The EPF cannot be used to fund short term travel costs.	
Specific EPF funding is available for Stream 1 job seekers to assist them to manage their vocational and non-vocational barriers.	
You can find JSA providers on Australian Job Search.	
Job seekers with Activity Test requirements are required to enter into and comply with an Employment Pathway Plan (EPP).	
People on Youth Allowance are not subject to the Activity Test.	
The "Learn or Earn" requirements apply to early school leavers.	
A vulnerability indicator is put onto a job seeker's record by Centrelink and it applies in circumstances where the job seeker may have difficulty meeting their requirements because of their personal circumstances.	

Section 2 - Collaboration



How can JSA providers and HS providers help to build the capacity of people to maximise everyone's potential to participate economically and socially?

White Paper targets

The Commonwealth, State and Territory governments must be able to track progress towards the headline goals that have been agreed by setting short-term targets. A specific target has been set in relation to people who are homeless having access to employment, education and training.

White Paper Target for 2013

The number of people engaged in employment and/or education/training after presenting at specialist homelessness services is increased by 50 per cent.¹²



Discuss how JSA and HS providers can support the achievement of this target?

¹² Commonwealth of Australia (2008) 'The Road Home: A National Approach to Reducing Homelessness', Canberra p 18

How can we create effective collaborations?

Most of the people who responded to the HOPE Project Surveys commented on the importance of developing collaborative relationships.



Brainstorm reasons why you believe collaborative relationships providing services and support to job seekers experiencing homelessness?



Discuss these features – Do you agree that these are critical elements in developing collaborative arrangements?



Are there any other factors that might impact upon developing relationships with other organisations?



What are some of the barriers to developing and maintaining effective collaborative relationships?



How can you overcome the barriers identified above?



List the local agencies that your organisation currently works closely with?



What does this collaboration look like?



Identify any other organisations that you might develop collaborative relationship with?



How do you propose to go about establishing the collaborative relationships outlined above?



List the advantages/disadvantages of developing collaborative relationships.

Advantages	Disadvantages



What would you need to consider before beginning discussions with another organisation about developing an MOU, SLA or Principles Agreement?



How might you construct an MOU/SLA or Principles Agreement with other agencies to underpin or support a collaborative relationship?

Refer to the sample MOU, SLA and Principles Agreement which may help to guide your thinking on the development of a formalised partnership arrangement.

Summary Quiz

Complete the Summary Quiz by responding to the following statements - True or False

Statement	True or False
Collaborative approaches can involve sharing information, resources, and education for the mutual benefit of the organisations involved.	
Open communication is an essential feature of developing collaborative relationships.	
The Australian Government White Paper on Homelessness emphasises the need for specialist homelessness services to connect with employment services providers.	
One of the key reasons for developing collaborative approaches is to facilitate seamless service delivery for clients who have complex needs.	
You cannot have a successful working relationship with another agency unless your organisation has signed a formal Memorandum of Understanding.	

Action Plan

Participants are encouraged to develop an action plan in relation to further study, reading or specific actions that they will undertake as a result of the information gleaned from this workshop.

Action	Time Frame

Ideas for Further Investigation



Note any other issues or ideas you would like to investigate further.

Notes

Attachment B Training Evaluation Form

1. This training has increased my knowledge in respect to the services delivered by Job Services Australia.
 - ☐ Strongly Agree
 - ☐ Agree
 - ☐ Neither Agree nor Disagree
 - ☐ Disagree
 - ☐ Strongly Disagree
2. This training has increased my skill and ability to assist people experiencing homelessness to access Job Services Australia.
 - ☐ Strongly Agree
 - ☐ Agree
 - ☐ Neither Agree nor Disagree
 - ☐ Disagree
 - ☐ Strongly Disagree
3. The Training Materials are comprehensive and easy to follow.
 - ☐ Strongly Agree
 - ☐ Agree
 - ☐ Neither Agree nor Disagree
 - ☐ Disagree
 - ☐ Strongly Disagree
4. The objectives of this training and the HOPE Project have strong relevance to our organisation.
 - ☐ Strongly Agree
 - ☐ Agree
 - ☐ Neither Agree nor Disagree
 - ☐ Disagree
 - ☐ Strongly Disagree
5. I would recommend this training to other staff within the Homelessness Sector
 - ☐ Strongly Agree
 - ☐ Agree
 - ☐ Neither Agree nor Disagree
 - ☐ Disagree
 - ☐ Strongly Disagree

Please add any other comments or suggestions:

Evaluation Form

Attachment B

Training Facilitator:

Organisation:

Location:

Contact Phone Number:

Contact Email:

Number of Workshop Participants

Responses to Evaluation Questions (Indicate the number of responses against each rating)

- 1. This training has increased my knowledge in respect to the services delivered by Job Services Australia.**

_____ **Strongly Agree**
_____ **Agree**
_____ **Neither Agree nor Disagree**
_____ **Disagree**
_____ **Strongly Disagree**

- 2. This training has increased my skill and ability to assist people experiencing homelessness to access Job Services Australia.**

_____ **Strongly Agree**
_____ **Agree**
_____ **Neither Agree nor Disagree**
_____ **Disagree**
_____ **Strongly Disagree**

3. The Training Materials are comprehensive and easy to follow.

- ☐ Strongly Agree
☐ Agree
☐ Neither Agree nor Disagree
☐ Disagree
☐ Strongly Disagree

4. The objectives of this training and the HOPE Project have strong relevance to our organisation.

- ☐ Strongly Agree
☐ Agree
☐ Neither Agree nor Disagree
☐ Disagree
☐ Strongly Disagree

5. I would recommend this training to other staff within the Homelessness Sector

- ☐ Strongly Agree
☐ Agree
☐ Neither Agree nor Disagree
☐ Disagree
☐ Strongly Disagree

Please add any other comments or suggestions:

Reference List

Commonwealth of Australia, 2008, *The Road Home: A National Approach to Reducing Homelessness*, Canberra.

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Most of the material contained in this Guide has been sourced from a range of official DEEWR Information sources including:

- DEEWR Web Site
- DEEWR Fact Sheets