

A photograph of a woman with dark hair and blue eyes, wearing a bright green top and a gold necklace, smiling warmly at the camera. In the background, several other people are visible but out of focus. The image is overlaid with a dark teal diagonal shape on the left and a light blue diagonal shape at the bottom.

**RIGHT Job
RIGHT Person
RIGHT fit**

ANNUAL REPORT 2016/17
Our Community Matters

www.workskills.org.au

Assisting Southern
Tasmanians to gain
sustainable and
meaningful employment



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MISSION STATEMENT

OUR VALUES

Making a positive difference

Every person and organisation that connects with Workskills is important. Everything we do is intended to facilitate skills and employment and to assist individuals and communities.

Respect and Integrity

We respect the rights, aspirations and diversity of individuals and the communities in which they live' and their entitlement to acceptance and courtesy. All staff actively demonstrate fairness, honesty and accountability in all dealings with one another and all stakeholders. We observe accepted community standards.

Teamwork and Commitment

Workskills staff are dedicated to working together, applying a mix of skills and expertise to deliver services that assist individuals and communities.

Collaboration

We are committed to building positive relationships with stakeholders by working within partnerships to achieve mutual goals for the benefit of our communities.

OUR VISION

Work · Skills · Community

OUR PURPOSE

Building connections, creating opportunities and making meaningful employment achievable.

RIGHT Job
RIGHT Person
RIGHT fit

OUR HISTORY

Workskills Employment Solutions is a not-for-profit community organisation which has assisted thousands of people to access training and find ongoing, sustainable employment.

Workskills began in 1983 as the Bridgewater-Brighton Community Youth Support Scheme, providing community training and employment assistance to long term unemployed people in the area.

At the end of 1989, CYSS became Workskills Inc, operating as Bridgewater/Gagebrook SkillShare, with community based projects operating in the Bridgewater/Gagebrook area, New Norfolk and at Ellesmere Farm.

SkillShare successfully provided training in a wide range of areas including aged and disability care, horticulture, construction, retail, cleaning and literacy and numeracy.

Workskills began delivering Job Network services in 1998 and is a leading provider of employment services to the community.

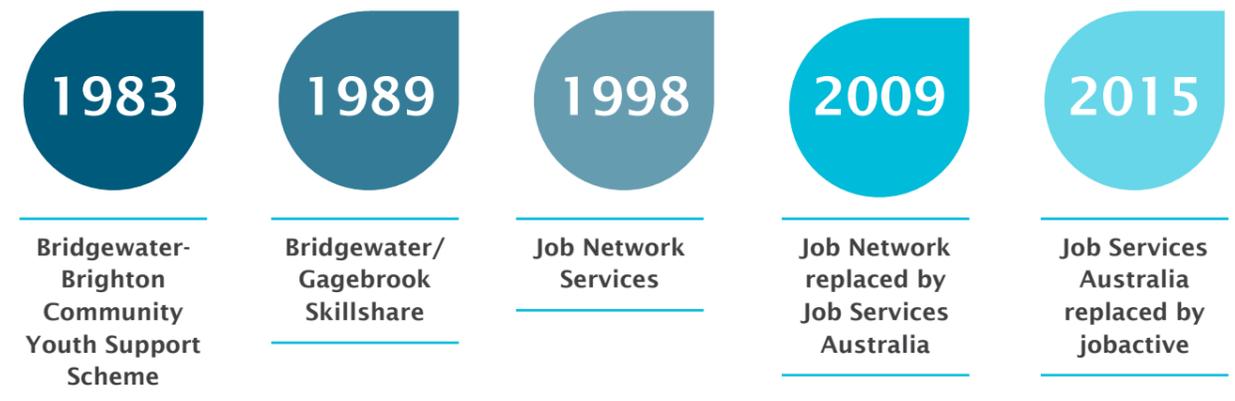
Workskills delivers high quality, individualised services to people looking for work and to employers. We have operational sites at Bridgewater, New Norfolk, Glenorchy, Hobart, Rosny, Huonville, Sorell and Triabunna with our corporate office in Bridgewater.

As a jobactive provider, Workskills continues to provide employment services to fulfill our vision: Work · Skills · Community.

Workskills is contracted to the Federal Government through the Department of Employment (DoE) to provide services to eligible job seekers registered through Centrelink and referred to us.

Workskills assists job seekers with one-on-one support to help them find and keep a job, depending on their individual circumstances and needs.

Workskills gives employers access to a free service that can help them find staff. Workskills assists employers with support that's tailored to meet their individual business needs, from recruitment advice, to candidate screening and short listing, to skills training for job seekers. They may also be eligible to receive financial incentives for recruiting staff through jobactive



Work · Skills · Community

BOARD OF MANAGEMENT



Christopher Bevan

(Retired) Industrial Relations Manager, Forestry Tasmania, 22yrs, Chairman of the Board

Chris joined the Workskills Board 13 years ago and has been the Chairman for the last 12 ½ years. After retiring from Forestry Tasmania, he was looking for an organisation where he could give his time to help people and Workskills has proven to be the perfect fit.

Chris appreciates working with an excellent Board, a strong leadership team and dedicated staff. He recently completed and graduated from the Australian Institute of Company Directors Course, covering the compliance and performance requirements of an effective Board.

Heather Chaplin-Alomes

Senior Human Resources Consultant, Tasmanian Government

Deputy Chair of the Board

Heather joined the Board in October 2008 and became deputy Chair in November 2009.

Heather has an extensive background in the employment, vocational and training sector with more than 23 years' experience working in the industry with for-profit and not-for-profit providers and Government. She joined the industry working in human resources on a large industrial site and has seen first-hand what vocational training can do to benefit individuals and the organisations in which they work. She has also worked as a frontline employment and training coordinator for a not-for-profit organisation.

Heather has an excellent understanding of the issues that face employment services providers and is committed to working with the Board and management of Workskills.

Chris Hughes

**General Practitioner
Secretary of the Board**

Chris Hughes has been a member of the Workskills Board and its precursors for over 26 years. As a GP in Bridgewater, he has long had a passion for the principles and practice of social justice and the right of everyone to reach their full potential.

Chris is the current Royal Australian College of General Practitioners Tasmanian Faculty Censor with local and national responsibilities in relation to GP Assessment and Policy. He is also a member of the Queens Domain Advisory Committee advising the Hobart City Council in all matters relating to the planning and use of the Queens Domain.

Stephen Luttrell

Treasurer of the Board

Born and raised in Hobart, Steve completed a Bachelor of Science (Forestry) at the Australian National University. On return to Tasmania he worked with the Forestry Commission and Forestry Tasmania including roles in senior management, operational management and sales and marketing. He also has experience in private enterprise through secondment and then through project work subsequent to retirement.

Steve has been a Board Member of Workskills for 11 ½ years and is also a Director of the Forest Practices Authority.

Bernadette Ulbrich-Hooper

**Barrister and Solicitor
Co Treasurer of the Board**

Bernadette was born and raised in Tasmania and completed her university studies at the University of Tasmania and Charles Sturt University. She joined the Workskills Board in 2012 and is a Barrister and Solicitor, qualified wine maker and veterinary nurse. She has a strong background in training and development, lecturing and tutoring.

Bernadette spent 10 years living in Melbourne and working in all facets of the wine industry; primary production, quality control, bottling, wine retail and sensory education.

Bernadette graduated from the Australian Institute of Company Directors Course, covering the compliance and performance requirements of an effective

Board, and is presently working for the Australian Institute of Company Directors as a Member Relations Executive. Bernadette is also a board member of the Hobart City Mission and serves on the Finance, Investment & Property Management Committee.

Iain Frawley

Board Member

Iain has extensive background experience in public administration, having spent considerable time in senior roles in both the federal and state public services. In addition Iain has been actively engaged in community activities on a voluntary basis where past roles have included membership of the Boards of Management for Jobmatch Inc. (now Wise Employment) and Project Hahn, and as President of the Friends Football Club. Currently Iain is involved in a voluntary capacity with Workskills and the Hobart City Football Club. Iain holds a Master of Public Administration and Graduate Certificate of Corporate Governance. He has been a Workskills Board Member since 2001.

Robert Flanagan

**Industrial Relations Practitioner
Board Member**

Robert is an Industrial Relations practitioner with over 23 years' experience and has a strong commitment to social justice. Robert is currently the Assistant Branch Secretary for the Tasmanian Branch of the Australian Workers Union and Vice President of the Industrial

Relations Society of Tasmania. Robert has been a Board Member of Workskills for 9 ½ years.

Louise Wallace

Board Member

Louise joined the Workskills Board in 2009. Born and raised in Hobart, she has 20 years of experience in Sales and Marketing working within the Private Health Insurance Industry dealing with both government and private sectors.

Louise has also worked within the employment, vocational and training sectors for both for-profit and not-for-profit providers.

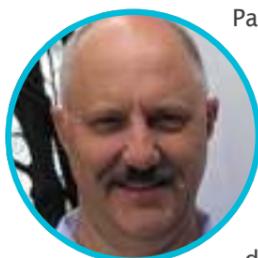
Leigh Delaney

Board Member

Leigh joined the Board in 2015. He has varied experience in the community sector with not-for-profit organisations having worked in operational and managerial roles. He has worked with a number of organisations under previous Government employment contracts and is presently employed in human resources in the Aged Care Sector. Leigh has a passion for supporting people to live full and meaningful lives and to have access to the resources they need to reach their full potential.

SENIOR LEADERSHIP TEAM

Pat KLUVER CEO



Pat joined Workskills in 2005 as Founder and Executive Officer of Workskills Training and Development (RTO). Subsequently he also took on the responsibilities of Corporate Services Manager and Deputy General Manager.

As a training and development professional, Pat's consultations with a diverse range of industries and organisations proved excellent exposure to the needs of employers in Hobart and Southern Tasmania. Under his leadership, Workskills RTO focused on VET to link job seekers to employment in local industries, develop work preparation programmes for those doing it tough and also formal skills development for Workskills staff delivering employment and support services.

In 2009 Pat was promoted to the position of Deputy General Manager taking on responsibility for the RTO, marketing, work experience, special projects and providing high level support as a member of the Workskills Executive. Pat's management training and experience provided him the ability to understand and manage complex Employment Services contracts. Pat's skills and contribution as Corporate Services Manager and Deputy General Manager led the Board of Management, in June 2015, to his appointment as Workskills' Chief Executive Officer. An advocate of lifelong learning, he holds an Advanced Diploma of Management, Diploma of Training and Assessment, Certificate IV in Human Resource Management, Graduate Certificate of Management (UTAS) and recently completed an Advanced Diploma of Work Health and Safety.

Mark BRITTAIN Chief Operating Officer



Prior to Mark joining the Workskills Executive Team in 2005, he honed his extensive management skills operating in the demanding and fast paced retail sector. Mark has brought with him his knowledge and expertise in the areas of profit control, budget forecasting and staff management.

Appointed as the Operations Manager for Workskills Job Network Services, Mark has seen a number of contract changes including the transition to Job Services Australia (JSA) in 2009 and most recently from JSA to jobactive in 2015 which he now holds the role of Chief Operating Officer. Mark and his

team manage the operation of five fulltime and three outreach sites across the Hobart and Southern Tasmania employment region. During his 11 years with Workskills, staff numbers have increased significantly to ensure Workskills has been able to continue to deliver excellent employment services to the increasing number of clients across Southern Tasmania. Mark has played an instrumental role in maintaining Workskills current ranking in the current Employment region and continues to further his knowledge and expertise in the delivery of Employment Services.

Kristy HOLBROOK Finance Officer



Kristy has been instrumental in 2016 in re-defining the parameters for the organisations financial management. This work has seen a major overhaul and review of Workskills financial management system across all levels of the organisation. In 2017 Kristy was invited to be a member of the Senior Leadership Team, which provides the highest level of strategic direction for Workskills. To enable Kristy to have the necessary skills and knowledge to manage this process has been her 8 years with Workskills growing her knowledge, experience and most importantly her leadership skills.

Kristy started as a Finance and Admin trainee with Workskills in 2009, completing her Cert III in Business with Workskills Training and Development (RTO). After completing her traineeship, Kristy commenced in a Finance and Administration role for the Accounting and Finance Team.

Over the last 8 years Kristy has worked in many support roles throughout the organisation across Finance, Human Resources, Corporate Support and Administration, before being appointed to the position of Finance Coordinator in 2015 after a restructure of the Finance Team. Kristy's skills, experience and understanding of the business along with her ability to adapt to change put her in the perfect position to take on the additional responsibilities and challenges that came with this role.

Since the beginning of the jobactive contract, Kristy has provided the Senior Leadership Team with fantastic support. Her skills and contributions recently saw her move into a developmental role with the Senior Leadership Team as Finance Manager.

Since completing her Certificate III in Business, Kristy has completed her Certificate IV in Human Resources and Certificate IV in Work Health and Safety and is currently undertaking her Diploma of Accounting.

Fiona REID Human Resource Manager



Fiona commenced with Workskills in a management role in 2009, overseeing two of Workskills (then) four sites and was promoted to the Human Resource Management role in 2011. In 2013 Fiona completed her Graduate Diploma of Human Resource Management, is a Certified Member of the Australian Human Resource Institute (CAHRI) and is experienced in both corporate and non-profit settings. Fiona has an extensive background in HR generalist affairs, including experience in employee recruitment and retention, staff development, mediation, conflict resolution, benefits and compensation, performance management, HR records management, HR policies development, legal compliance and negotiating Employee Collective Agreements.

With the successful bid for the 2015-2020 jobactive contract Workskills saw a major organisational restructure with Fiona taking on the role of Corporate Services Manager in early June 2015. This role encompasses the management of the Human Resource and Finance Team. Her previous experience as the Operations Manager of a manufacturing plant saw the implementation of work flow schedules that improved productivity, the implementation of Work Health and Safety policy and practices and return to work processes. Prior to this, Fiona ran a landscape and design business in Melbourne for twelve years and has worked in Senior Management roles in hospitality in Melbourne and Perth.

Helen HUDSON Quality Manager



Helen has been employed with Workskills since 2004 and during this time has worked as a Job Search Trainer, Employment Consultant and Site Manager before taking on the role of Quality Manager in 2013. She has also been responsible for the training and assessment of Workskills staff undertaking their Certificate IV in Employment Services.

As Quality Manager Helen is responsible for ensuring that Workskills obtains and maintains certification against an approved quality standard as well as the Department of Employment's Quality Principles.

Helen has had a diverse work history. She has a Bachelor of Education and worked as a secondary English and Social Science teacher before moving on to work with a major trade union. In this role Helen was involved in an extensive workplace reform project with a large Tasmanian employer, in conjunction with the Department of Industrial Relations, and was a member of the Tourism Industry Training Board.

Helen has also lived in Ireland for 7 years where she was employed by the government employment and training authority to facilitate training with supervisors working in various community employment projects in and around Dublin.



CHAIRMAN REPORT

Chris BEVAN

As Workskills heads into 34 years of operation there is an ever increasing need to maintain the highest level of governance.

2017 has proven to be another successful year for Workskills. Firstly let me take the opportunity to thank my hard working volunteer Board that have provided excellence in leadership and support over the year. As Workskills heads into 34 years of operation there is an ever increasing need to maintain the highest level of governance.

This past year has seen a significant amount of progress on developing a new approach in the way in which we invest in our local community. The development of strategy ensures our surpluses are invested with returns being distributed back into the communities that we are a part of.

Workskills has a strong culture, developed over 34 years, that focuses on our community. I am proud to report the Board have approved and supported donations of 2 vehicles this year. The PCYC at New Norfolk has received a Ford Transit bus that now enables the effective movement of youth that would be otherwise disengaged. This is having a significant impact in the Derwent Valley by getting disadvantaged young people into programs that involve fitness, teamwork, and friendships creating a sense of belonging. The second vehicle that has been donated was a Nissan Dualis. This was handed over to Jordan River Services for their driver mentor program in the Brighton municipality. This provides a vehicle that is used to assist people obtain their licence, significantly enhancing their contribution to community.

The Board are delighted that the organisation has maintained its outstanding 5 STAR performance

over the course of the year. It is very evident from these ratings that we continue to be very successful in helping and guiding our clients to transition into sustained employment. From a Board perspective we know the team has worked extremely hard to maintain the focus on what we are really here for, and that is to work with our local communities to help alleviate hardship through gainful employment.

Three years ago Workskills seized the opportunity to diversify operations and established Impact Communities. Impact has gained notoriety for working with youth and this year has seen a significant chapter unfold with being awarded an Empowering Youth (EY) contract. EY is a Department of Employment contract that provides funding for 2 years, enabling the Impact team to further increase its scope into the youth area.

The economy in Tasmania is certainly buoyant and there are some fantastic prospects available for many of our clients, but unfortunately it is not the case for everyone. We are proud to be assisting our clients that haven't been fortunate enough to find opportunities by being there to provide support and direction.

From a Board perspective, Community is vitally important and no more than our very own Workskills Community. The whole Workskills team contribute to making a difference in such a committed and respectful manner to assist our local communities fulfil aspirations.

I would like to take the opportunity to thank my fellow Board members, the Senior Leadership Team and all the staff, it has been another great year and I feel proud to lead a team that cares so much about what we do.

2017 marks a 34 year history of Workskills working to support our local communities.



CEO REPORT Pat KLUVER

As you may have noticed on the cover of this year's Annual Report, "Our Community Matters" is the key theme and for a not-for-profit organisation like Workskills to thrive and prosper we must harness the power of our local communities.

"Our Community Matters" is very encompassing for us, as our communities are extremely wide ranging – from our clients, to organisations that we work closely with, to our local employers, to the Department of Employment and most importantly the internal community of Workskills Inc. Without the Workskills community we

couldn't be the best, we couldn't provide the level of service to our clients and we couldn't help and support each other the way we do. As you will see through our Annual Report there has been considerable Investment in our Community and it takes different shapes, different focuses, sometimes it is inward and sometimes it is outward, but the Board and the Senior Leadership Team are totally committed to ensuring we keep investing in our people, which are our future.

34 Year History

2017 marks a 34 year history of Workskills working to support our local communities. A very important strategy that the Board of Management and Senior Leadership Team have been engaged in, is our Community Investment Strategy. This concept started as a result of the question "How can we better support our local communities for the "long term". This led us down a path of sourcing professional advice and setting up a framework to ensure the fantastic work that has been achieved in the last 34 years will never be lost. The Workskills "perpetual fund" is designed around having surpluses invested in long term investments and using the interest gained to support projects that meet our Objects of Association. The Board has worked very hard to support the CEO in this very important initiative and next year will see our Community Investment grow 4 fold what it has traditionally

been. Excitingly there is a solid framework around the management of our surpluses where we can ensure this can continue into the future. The Community Investment Strategy gives everyone that has worked or volunteered their time at Workskills over our 34 year history a legacy that they can be proud of, knowing their work will help our community well into the future.

5 STAR provider

The second year of jobactive has seen us consolidate our position as the number one provider in our region. Workskills remains as the only 5 STAR provider in our contracted area of delivery. The staff have worked extremely hard and continued to excel in preparing people to enter the workforce. Across all areas of our business we can see that all our people are committing to what is really important; to engage with clients and employers. Our Employer Services Team has recently moved into a larger premises and are taking the opportunity to become even more active in the employment market.

This year has seen a renewed level of external scrutiny in terms of Rolling Random Samples, Monitoring visits and major compliance audits. It is rewarding that Workskills remains with a fantastic record in all areas of our compliance, testimony to a focused Quality team and everyone right across the organisation.

Mentoring Programs

We are in the "people" business and therefore we must enable and develop our own "people" to give them the capacity to help others. People are a critical component of our business model, and in 2016 we embarked on our "Ground Up" and "Mentoring" programs. "Ground Up" is vital to our success, by bringing new people into the business, who will be the leaders of the future, we are developing our own talent. Our first two trainees in "Ground Up" have competed for full-time permanent positions within our business and were successful, and this is within only eight months of the traineeships commencing. The initial success of "Ground Up" has given us the confidence to further expand the program and we now have six young people engaged. In 2016 we commenced our official mentoring program that saw six people involved, already the results have been fantastic with two internal promotions and the program being extended with now ten people involved for 2017.

Impact Communities

Our own Community brand, Impact Communities has had a frantic year. There has been fantastic feedback and evaluation data on the Families and Schools Together program and the team have all been instrumental in changing a large number of lives for young people in school. A key component of this, International program, is involving children, parents and the school together. Coaching Young People for Success has been gaining momentum and the program has cemented a place in the Impact range of offerings. The last part of 2016 saw a tender being awarded to Impact called Empowering Youth. The result of this has enabled Impact to further help young people in our community by providing 150 opportunities for participants to have a taste of the entrepreneurial world. This strength-based program enables and assists clients to explore what they are good at and define ways to get that product or service to market. This has been a rapid journey for the Impact team, with only two months to get a new office, five staff and develop a program, safe to say there has been a considerable amount of work achieved.

To enable Workskills to continue doing the great rewarding work we do, we need to be in a sound financial position and 2016-17 saw us with close to budgeted profit results allowing us to contribute to our Community Investment Program.

The (volunteer) Workskills Board of Management have once again provided the highest level of support and governance to the CEO and this past year has seen an unprecedented level of "working together" for which I am very appreciative of. The Senior Leadership Team have been instrumental in getting our programs and initiatives from the White board to implementation. To every one of our staff and stakeholders thank you, you have all contributed to a fantastic year for Workskills.

As you can see, "Our Community Matters" is significantly more than one aspect. It is about ensuring we invest in all areas of our community and have processes in place to ensure we can continue to do so well into the future. I have a high level of pride in knowing the work that has been achieved over the last 34 years, but even more knowing the capacity of Workskills to increase our investment well into the future.



COO REPORT Mark BRITTAIN

At the end of this financial year marked 2 years for jobactive, and boy has this time passed quickly.

Like our first year of jobactive, this past year we really have tried to keep our focus on what supports and makes a difference which helps clients to enter and remain in the workforce. There is no doubt things got a little tougher this year, which makes it all the more pleasing to say we remained at 5 stars and continue to be ranked as the number one provider in our region.

Over the last year there has been quite a few really “good news” stories that encompasses what Workskills Inc. is all about, and highlights when we are all working in the same direction, good things happen. None more so than Tegan’s story (below).

A major component of any employment services contract is Job Seekers undertaking activities to meet their mutual obligations. Sometimes people have a negative view of some activities, especially when the term “Work for the Dole” is used.

However, here at Workskills, we work extremely hard to set up Work for the Dole activities which provide a “Work like” experience as well as gain community benefit.

A Rosny job seeker Tegan had previously worked with Telcos and in retail, but didn’t enjoy it - her interest was in horticulture. When she was approaching the Work for the Dole Phase she was asked which activity she would like to participate in and she chose a horticultural activity working within the Clarence City Council municipality. On this activity, Tegan was able to gain practical skills and realised she really enjoyed this type of work. She was also able to use her Work for the Dole supervisor as a referee; someone to tell an employer about her skills, interest, commitment and reliability.

Tegan used her initiative to approach the Clarence City Council to ask for work, stating that she had all the PPE she needed and knew what the work involved as she was doing the Work for the Dole Activity in the area.

The council agreed to interview her and Tegan was offered a part-time traineeship as a “Parks Ranger”, a title she loves. Tegan has just been advised that her traineeship will become full-time from next year because she has proved to be a valuable employee.

When asked if she has any advice for job seekers coming into the Work for the Dole Phase, Tegan replied “Be Motivated”. Tegan realizes that her own motivation and drive, together with Workskills’ support and the Work for the Dole

activity have resulted in sustainable employment for her which she loves.

There has also been a major focus in the area of job preparation, employability skills and work readiness offer to client at sites. With the introduction of the Australian Governments PaTH (Prepare, Trial and Hire) initiative earlier this year, this has also proven to be quite a valuable addition to our tool kit of training options for the under 25 year old cohort. Our very own “Workskills Realise” program continued working with clients who needed employability skills training as well, who initially may not be able to cope or manage with a 3 week training course.

Our Employer services team has had an exciting year with relocating from Moonah to Molle Street in a joint venture with Impact Communities. However, the move didn’t slow them down and they continued their good start to jobactive by increasing placements generated from this team compared to the first year. Expanding on the “industry pre-employment training” concept helped this increase, it also strengthens partnership with Industry, industry training organisations and employers that ultimately lead to strong employment outcomes. An example of this is the recent collaboration between Drysdale and Workskills resulting in 9 out of 10 participants gaining employment in the hospitality sector, and is another good example of, “if we work together good things happen”.

Anglicare approached Workskills earlier this year as they wanted to partner with a local provider to help them deliver a pilot program funding from Department of Health and Human Services. The program is looking at ways to help people that have found work, to stay in work and better equip them with the tools to get the best from work, financially. Whilst the program is primarily focussed on providing financial capability service, it also adds to motivation, goal setting to stay in employment, strategies to deal with navigate life challenges and also allows pathways into other support services Anglicare offer. A co-location arrangement is in place at our Rosny office, with a Community Service Worker from Anglicare working out of our there a few day a week. Although this pilot is still in its early stages, we are excited to see what influences this has on making sustainable employment achievable for participants.

Whether its gaining ‘work like’ experience on a Works for the Dole activity, participating in pre-employment training, working with our employer services team, or being involved with a pilot, whether you are a Work for the Dole host, an employer, training provider or community organisation, what is very clear to us is when all involved and work towards common goals, more broader community benefits are realised.

“if we work together good things happen”



FINANCE REPORT

Kristy HOLBROOK

The “perpetual fund” is a perfect way to ensure that Workskills’ legacy will live on well into the future and is a strategy that all of us at Workskills are very proud of and excited to see continue to grow.

The second year of jobactive has seen another successful year for Workskills with our financial result ending up just shy of our budgeted profit. This has been a solid result and shows the determination and commitment for all our people at Workskills.

We have recently completed our 2017 financial audit and will now be preparing our reports and statements for the Australian Charities and Not-for-Profit Commission (ACNC) to ensure we maintain our not-for-profit charity status.

There has been a considerable investment in our community this past year including the partnership and donation of two of Workskills vehicles to our local communities in the Derwent Valley and Brighton Municipality. The first was the donation of a Ford Transit bus to the Derwent Valley PCYC to provide transport to assist with the programs delivered in the Derwent Valley. The second was a Nissan Dualis donated to the Jordan River Service Inc. for the Top Gear Learner Driving Mentor Programme.

Workskills are extremely proud to be working in partnership with the Derwent Valley PCYC and Jordan River Service Inc and further investing in our local community to make a real difference. We know that not having a licence can be a major barrier to employment for jobseekers and the donation of the vehicle to the Top Gear Learner Driver Mentor Programme will help support more residents of the Brighton Municipality to obtain their licences sooner and help employment in the community.

Perpetual Fund

Our Community Investment Strategy is an extremely important focus for Workskills as it means we can reinvest in our local communities. This past year has seen Workskills move into a new way of thinking in regards to how we manage our accumulated surpluses. This saw the development of Workskills “perpetual fund”, a strategy for Workskills to invest our surpluses in to long term investments with the primary goal to generate income to allow us to fund programs and initiatives in line with our Objects of Association and ultimately further our charitable purposes. The “perpetual fund” is a perfect way to ensure that Workskills’ legacy will live on well into the future and is a strategy that all of us at Workskills are very proud of and excited to see continue to grow.

HUMAN RESOURCE MANAGEMENT

Fiona REID



Many years ago, I commented to my then, eight year old son, that every year seems to fly by more quickly than the previous. His response to me was delivered with such authority that I felt sure it must be true. He stated, with resounding confidence, that as we age, the brain releases a chemical that changes your perception of time. Sounded plausible and left me feeling somewhat imprudent, but I think he was on to something and this past year has been no exception. I still feel like I am recovering from Christmas 2016 and already I am planning this year's festivities.

Workskills Christmas celebrations are an opportunity for the Board and Senior Leadership Team to thank the community that is, Workskills Incorporated. Last year we tried a different Staff Christmas celebration with teams having a lunch or dinner at a time that suited them. This year we are bringing back the staff BBQ with no less than 82 confirmed attendees. Not only do our

staff create our community, but so too do the husbands, wives, parents, partners and children of our dedicated teams. The focus will be family this year with lots of activities planned for all the kids of which we have a growing number each and every year. The enthusiasm and excitement shown by all staff at the prospect of having a 'whole of Workskills' event is certainly

a testament to the interconnectedness of all our staff and I could not be more pleased.

With my focus settling back into the Human Resource space, I have been able to turn my attention back to my area of expertise as I pass the Finance mantle to our newly appointed Finance Manager, Kristy Holbrook.

Ground Up Program

One of the most exciting additions to the Workskills line up has been our Ground Up program. This program is designed to bring staff in at an entry level and develop their skills and expose them to all areas of the business. The aim here is to future proof Workskills, ensuring our leaders of the future are experienced and well rounded. This is key to the on-going success and support of both our own internal community and those members of the local community that we offer support and assistance to. We have already seen the success of this program with two of our original Trainees catapulting into fully fledged Support Centre Officers and the recruitment of an additional four Trainees all of whom are undertaking a Certificate III Customer Engagement.

Performance Reviews

There has been much debate in the HR world over the last few years as to the benefit and relevance of performance reviews. Personally, I believe if they are used for the purpose of staff development they can be a powerful tool and this past year has certainly indicated this to be the case. With a bit of a new look and a 'tweaked' follow up process, training and professional development for most staff has either been undertaken, reviewed or locked in. Our performance reviews are designed to focus on support and assistance with the view to ensuring any skill gaps are identified and the appropriate training can be put in place.

Workskills Mentoring Program

The Workskills Mentoring Program is now in its second year and we have had a 100% increase in participation in this year's intake. Participants range from frontline roles to management roles and we have representation from our community arm, Impact Communities. At the conclusion of last year's intake we had an 'all participants' meeting and discussed what worked for some 'mentoring couples' and what did not. This style of meeting offers me the opportunity to assess the success (or failure) of these types of initiatives and assists with the implementation in following years. All in all, participants were very enthusiastic about their involvement with one of our Mentees from last year's intake moving into a Job Search Consultant role as a result of the mentoring and guidance received during the program.

Workskills Employee Collective Agreement

As four years has now passed since the inception of the last Workskills Employee Collective Agreement, I have been working closely with our Workplace Consultative Committee with our newly inked agreement on the brink of implementation. The introduction of a Workskills Parenting Payment, up front access to personal leave for new staff and additional days available for job search in the case of redundancy all go to making this our best agreement yet. This agreement will meet the needs of Workskills staff as it has been the collective voice of the Workskills community that has driven the changes and created the workplace that we are all so proud to be a part of.

As always, the past year has thrown up some challenges and we have worked hard to navigate our way through them. Workskills will continue to deliver services to our Job Seekers, Employers and local communities because of the dedicated staff that really do make a difference to people's lives each and every day.

One of the most exciting additions to the Workskills line up has been our Ground Up program.



QUALITY REPORT Helen HUDSON

Workskills' Quality Management System has a number of Quality Objectives that foster and encourage a culture of Continuous Improvement across the organisation. We have successfully achieved this by:

- Identifying potential risks to the organisation, implementing appropriate Risk Management strategies and developing Action Plans to manage them;
- Conducting ongoing internal audits of our own policies, procedures and practices;
- Providing staff with the skills they need to perform their jobs;
- Encouraging best practice approaches to service delivery;
- Requesting feedback from all of our stakeholders; and
- Continually monitoring our performance against regional and national benchmarks.

Quality Assurance – Certification

Workskills' commitment to quality is evidenced by our successes over the last 12 months, not just in our continued 5 Star performance rating, but also in the achievement of certification against the ISO 9001:2016 Quality Standard.

In February 2017 an external audit was conducted by Global-Mark auditors that involved a review of all our policies and procedures, interviews with staff, and the critical appraisal of evidence against all the Requirements of ISO 9001:2016 Standard. The conclusions of the audit team included the following statement:

Workskills Incorporated has committed extensive resources to continue to develop and improve their Quality Management System not only to meet the requirements of the AS/NZS ISO 9001:2016 standard, but to continually improve the business as a leading Employment Service provider in the southern region. The organisational culture and passion of all staff to go beyond their normal duties to achieve successful outcomes for job seekers, employers and the community is a credit to the senior management team.

The achievement of ISO Certification, coupled with our success last year in achieving certification against the Department of Employment Quality Assurance Framework (QAF) Principles, is testament to the dedication of all our staff to achieve, and exceed, targets and to be continually looking at ways to improve our performance. The auditors, once again, did not identify any areas of 'non-conformance' with requirements, which was great news.

The audit process is of course ongoing, and we will be required to undergo Surveillance Audits for the Department's QAF and three Post-Certification Audits for ISO over the next couple of years. However, if we continue our best practice approach to the management of our Quality Systems we should not have any issues in maintaining these certifications.

Organisational Quality Management

The most significant change in our systems this year has been in the introduction of a new Document Management System. This system, managed through SharePoint, is a more efficient way of managing policies, procedures, forms, templates and resources required by staff on a daily basis. It enables a more effective system of Version Control to be implemented, which is a crucial aspect of Quality Assurance.

One of the positives of the external audit process is that we are forced to critically evaluate our policies and documented procedures on an ongoing basis. With the introduction of the new Document Management System we undertook a review of all our policies and looked at ways of streamlining our documentation to reduce our 'internal red tape'. Feedback from our internal auditors has also provided us with further opportunities for improvement and in some cases a critical analysis of our processes leading to quite significant changes being implemented.

This year we also expanded our Internal Audit Schedule to include all operational aspects of the organisation, rather than just the front line. These have included Financial Operations, HR practices, Fraud Control, Risk Management, Continuous Improvement systems, Training and Professional Development, and Service Level Agreements with our Critical Suppliers.

The Continuous Improvement (CI) Committee continues to monitor all improvements implemented across the organisation and records these in our CI Register. External audits have consistently identified our approach to Continuous Improvement as being one of the major strengths of the organisation.

Risk Management is always an important issue for the organisation. The Risk Management

Committee has worked with the Impact team this year to ensure that suitable strategies are in place to mitigate any risks associated with the administration of the new Empowering Youth program. Work Health and Safety also continues to be a significant topic for the RM Committee, especially in relation to the management and supervision of Work for the Dole placements, which is a significant priority for the Department of Employment.

Best Practice Workshops were conducted with front line staff during the year to enable staff to keep up to date with requirements, develop more effective ways of operating and to better plan for the future. These Workshops occur on a regular basis and will continue into next year.

The Training and Development Officer has been kept busy since returning from Maternity Leave this year. She works with all new staff to ensure that they develop the required knowledge and skills to perform their duties effectively. We also ensure that whenever front line staff or management identify skill gaps, either through performance reviews or via self-audits, that these are followed up with staff to ensure that appropriate strategies are put in place to address them.

Specialist Claims staff within the Quality Team are responsible for submitting claims for payment for job Outcomes to the Department of Employment. Staff collect the relevant documentary evidence from either employers or job seekers and ensure that all the requirements of the Deed and the Guidelines are met. This of course would not be possible without our hard working front line staff helping job seekers to obtain work and providing quality Post Placement Support to assist them to remain in employment.

External audits have consistently identified our approach to Continuous Improvement as being one of the major strengths of the organisation.

IMPACT COMMUNITIES

Mark BOONSTRA



Realising Potential, achieving goals

When I ponder the year that has been and reflect with the team, we seem to have a limitless amount of stories as to how we have achieved our vision.

Recently after an evaluation of our Families And Schools Together program a parent said, "The impact and change to our family was something that I never thought was possible". This parent went on to say how participation in FAST "saved" their family. It is stories like this and many others that give us the motivation to do what we do.

At the time of writing the last report Impact Communities was a team of three, now one year on we are a team of 8. This does not include the 25+ volunteers who have been assisting us in the

delivery of our programs. It is true to say that the past 12 months have seen Impact Communities expand, stretch and change.

Our Mission is to increase opportunities for people and communities by delivering effective and innovative programs and services that address unmet needs. It is heartening to reflect on the mission and to say, mission accomplished. Well for this year anyway. The year ahead is looking somewhat full and exciting presenting even more opportunities.

The success of our Empowering YOUth initiatives tender was by far one of the past years greatest highlights. We have been able to establish Youth Entrepreneurial Services (YES), which at the time of writing has 50 young people engaged.

YES exists to promote young people's creative skills and employment potential through innovation, creativity and engagement in career development.

This innovative social enterprise assists young people to create, sell and market their products and services online and through pop-up stores and markets using uniquely designed retail modules. Keep an eye out for our pop-up shops around Southern Tasmania.

To date we have produced, chopping boards, candles, soap, tables, jewelery, printed tea towels and much more.

Here are some quick stats on our other programs.

Families And Schools Together (FAST)- School based Family Strengthening program

- 24 families across 4 schools
- 20 team members trained
- Families consistently reporting - increased family functioning, increased school and community connections, increased school performance and classroom behaviour.
- We have also supported FAST programs in NSW and Victoria

Ready Set Money

- We now have a training package for those who work with clients requiring financial literacy support and education. In partnership with Hobart Women's Shelter we trained 20 people over two days to assist their clients with managing finances.
- One participant said, "Excellent training. I would like to see more colleagues complete the training as it's essential knowledge for the community sector"

Coaching Young People for Success

- Trained over 40 teachers across the state to deliver CYPFS to their students.
- One teacher said, *Fantastic program to be involved in, I look forward to using as part of my practice at school.*

Realising All My Possibilities (RAMP)

- Funded by Skills Tasmania to assist women enhance and develop their work and training pathways. We had 6 women participate, one who is now gainfully employed with Workskills.
- One participant said, "I'm not "JUST" a mum - my job is important and I have lots of skills that are relevant to the workforce and paid employment"

Brave Foundation

This year saw us develop a partnership with the Brave Foundation to deliver the Journey to Destinations program. We delivered this in both Tasmania and Victoria, to strengthen the support and capabilities for teen mums.

Some other highlights

- Impact Communities achieved ISO 9001 quality management accreditation
- We have delivered Ready Set Job to over 100 young people in the past year
- Impact Communities name and logo have now been trademarked.
- We have a partnership with Vicinity Shopping Centres (Northgate and Eastlands) to have 6 months of "free" lease space to showcase and sell our YES products.
- We have had speaking roles at a number of events, forums and conferences across the country.
- Our stakeholder holder feedback reports indicate a high level of support, partnership, trust, openness and commitment toward Impact Communities
- Our Social media pages continue to gain a large number of followers and likes
- Due to our increase in size both in staff and operations saw us move from Moonah to Hobart, in much larger premises.

There is no doubt we have achieved much, in what has been a full and productive year with highlights and challenges. Thanks to our staff and volunteers for your commitment to make a difference in the lives of others.

"Just being a part of a small group was honestly the most enjoyable thing for me. They got to know me, and I got to know them, and we all related in some way due to our creative skills. It was also great to see I wasn't the only one in the 'in-need-of-help' situation that I was in at the time, so that was comforting. Just being there among the group and the mentors was most enjoyable for me, because not only was it heaps fun, but it helped me to stop hiding away in my own shell and actually get to know other people. Although it was hard at the time, it's honestly the thing I loved most looking back on my experience."

One of our YES participants Paris Hale, who after 4 weeks of being in YES left us for a job at Woolworths said this above statement. It makes it all worth it. Looking forward to 2018 and beyond.

Thanks to our staff and volunteers for your commitment to make a difference in the lives of others.

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