



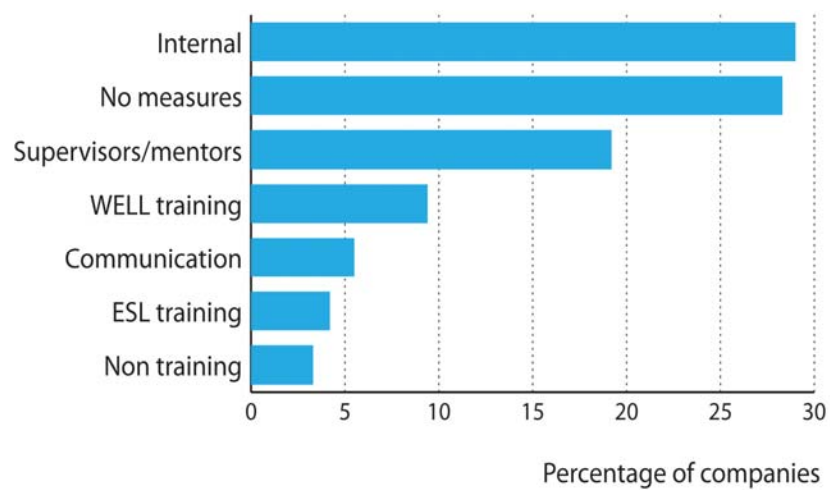
“Building Employer Commitment to Workplace Literacy and Numeracy”



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Education and Training



Employer Commitment?



Employer Readiness?

Unaware and
unfavourable

32%

Unaware and
favourable

46%

Aware
10%

Invested
12%



NZ Centre for Workplace Literacy Development

Employer Commitment

“Learning programs initiated by and within workplaces are the ones that survive long-term.”

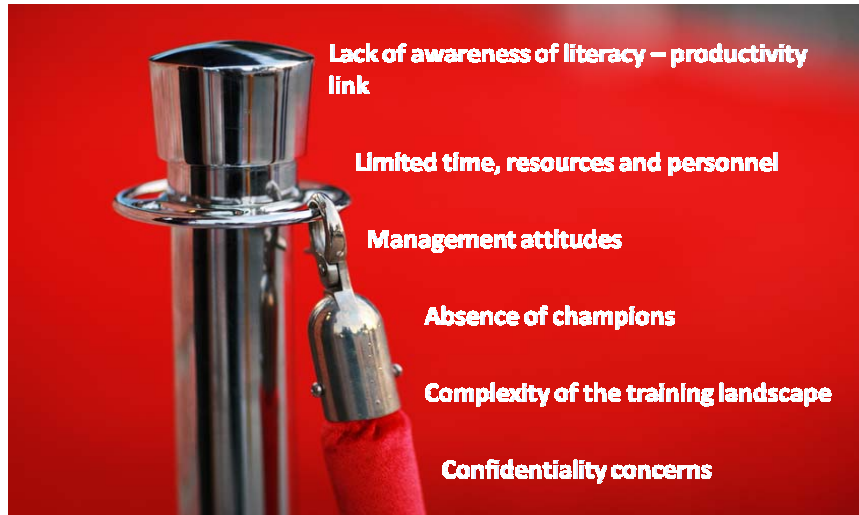
“Skills for Life” UK study

“Employer commitment is essential to stability and sustainability of workplace literacy and essential skills training efforts.”

Alison Wolf (2008): Adult Basic Skills and Workplace Learning Project



Barriers to Employer Investment



Why have companies not invested?

- **Cost**
- **Willingness to pay for literacy training – public good so government responsibility**
- **Business benefits of training – little ROI data**
- **Different benefits sought for lower skilled employees**
- **Achieving employee buy-in**



A Productivity Agenda

- **Connection between higher LLN skills and productivity**
- **Evidence of benefits to employers**

An increase of 1% in a country's literacy scores (relative to international average) is associated with a 1.5% rise in GDP per capita and a 2.5% rise in labour productivity

National Workforce Development Project and Productivity Findings

Saving supervision time (3 hours per week)

Improved completion of time sheets (saved 5 hours per fortnight)

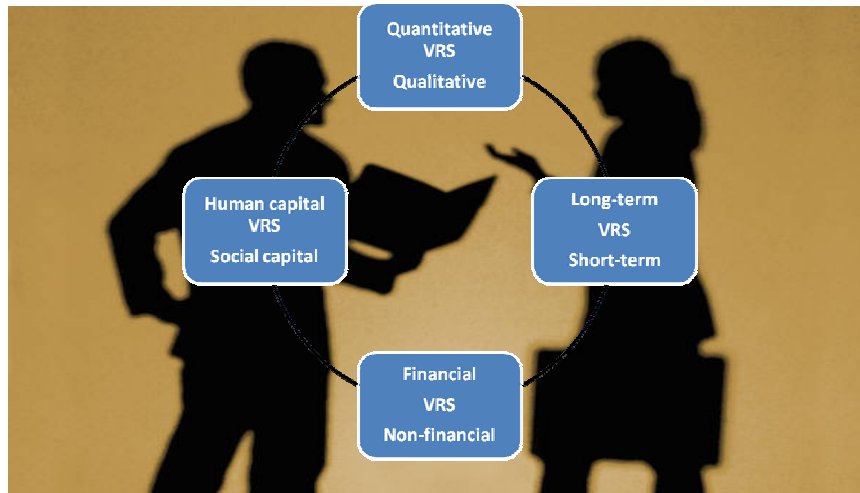
Reduced time to set production machines (10 – 15% quicker)

Less time wasted on understanding job requirements

Reduction in scrap yields (2.3% - 4.5%)



Evaluation Debates



Derived from Canadian research: "Measures of Success"



Integrated Evaluation Approach

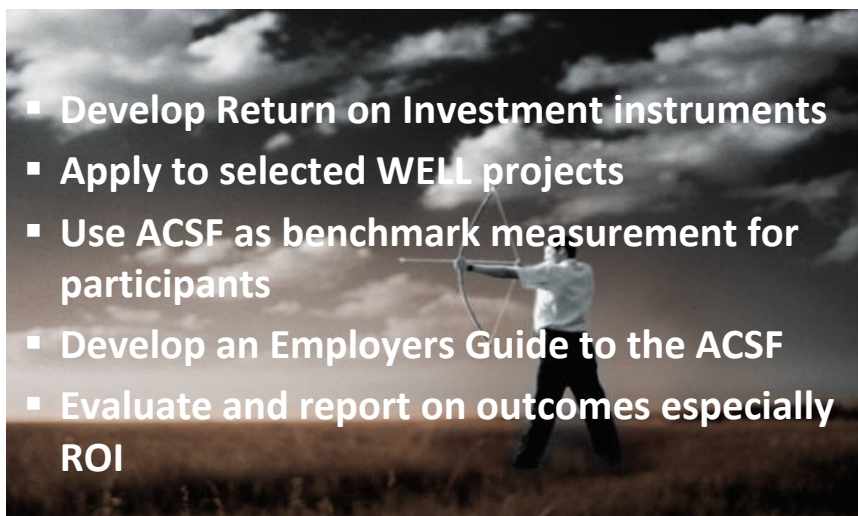


New Zealand company example



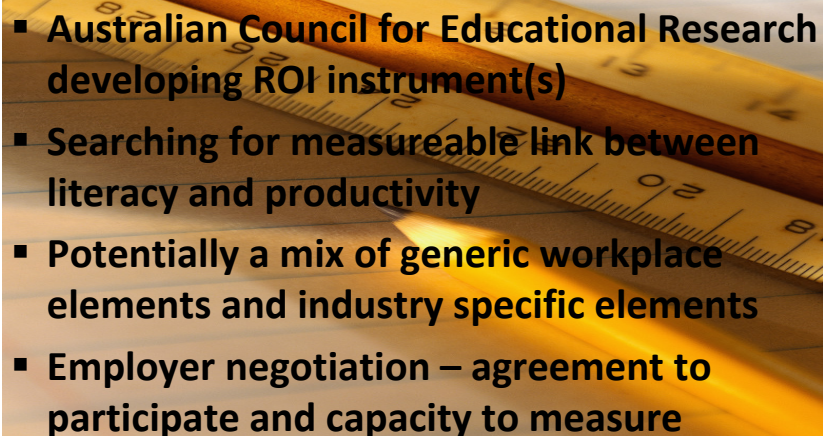
- ❑ Employee skill level improved an average of 14% over a 15-month period.
- ❑ Labour productivity in assembly labour productivity improved 11.5%.
- ❑ Absenteeism dropped by almost 9%.
- ❑ Errors reduced by 6.3%.
- ❑ Team leaders gained the confidence to freely discuss team production issues with managers and their team.
- ❑ There was a marked increase in employee willingness to challenge and share ideas.
- ❑ Employees took more ownership of their work learning how to resolve problems themselves.
- ❑ Employee confidence extended beyond the workplace to their personal lives.

Project Aims



- Develop Return on Investment instruments
- Apply to selected WELL projects
- Use ACSF as benchmark measurement for participants
- Develop an Employers Guide to the ACSF
- Evaluate and report on outcomes especially ROI

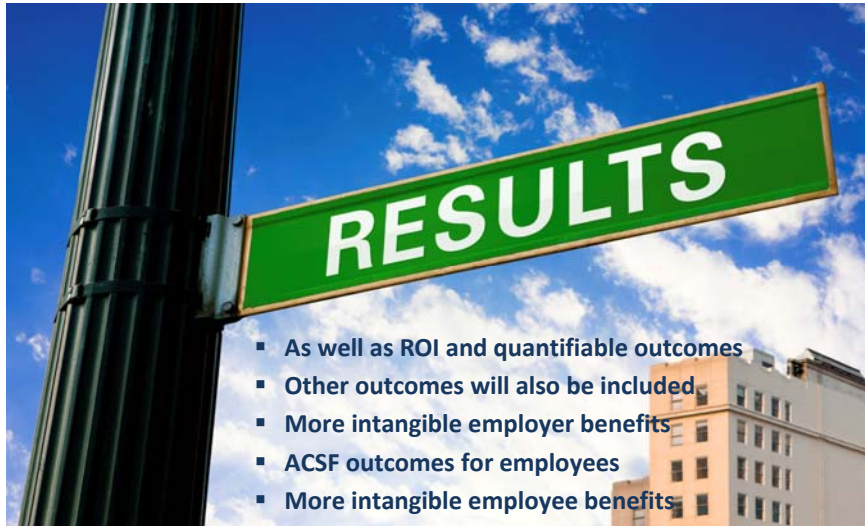
Return on Investment

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- **Australian Council for Educational Research developing ROI instrument(s)**
 - **Searching for measureable link between literacy and productivity**
 - **Potentially a mix of generic workplace elements and industry specific elements**
 - **Employer negotiation – agreement to participate and capacity to measure**

Project Stages

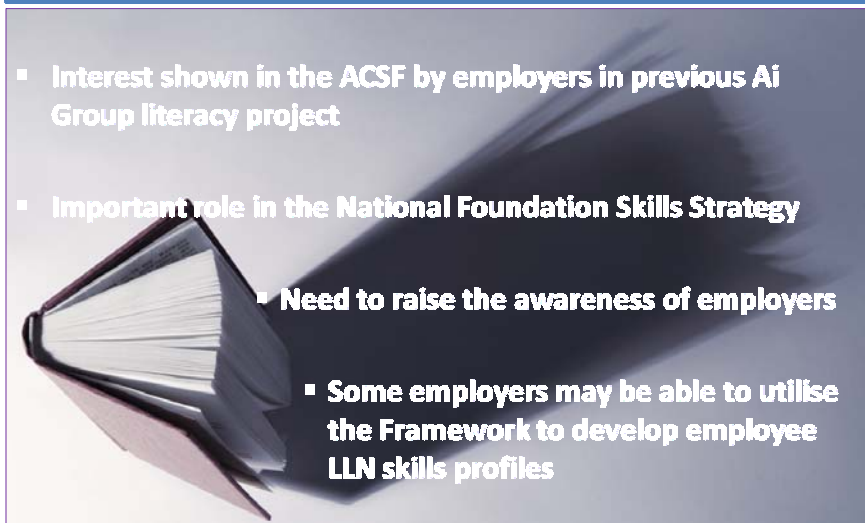
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- **Develop ROI**
 - **Select WELL Programs**
 - **Employer Commitment**
 - **Trainer Briefing**
 - **Use of ACSF**
 - **Develop and Trial ACSF Employer Guide**
 - **WELL Program Delivery**
 - **Evaluation & Reporting**
 - **6 Month Follow-UP**
 - **Outcomes Dissemination**

Project Outcomes



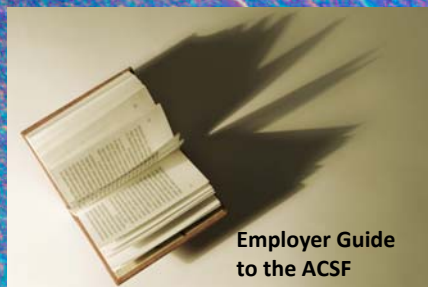
- As well as ROI and quantifiable outcomes
- Other outcomes will also be included
- More intangible employer benefits
- ACSF outcomes for employees
- More intangible employee benefits

ACSF Employer Guide



- Interest shown in the ACSF by employers in previous Ai Group literacy project
- Important role in the National Foundation Skills Strategy
 - Need to raise the awareness of employers
 - Some employers may be able to utilise the Framework to develop employee LLN skills profiles

Draft Outline



Employer Guide
to the ACSF

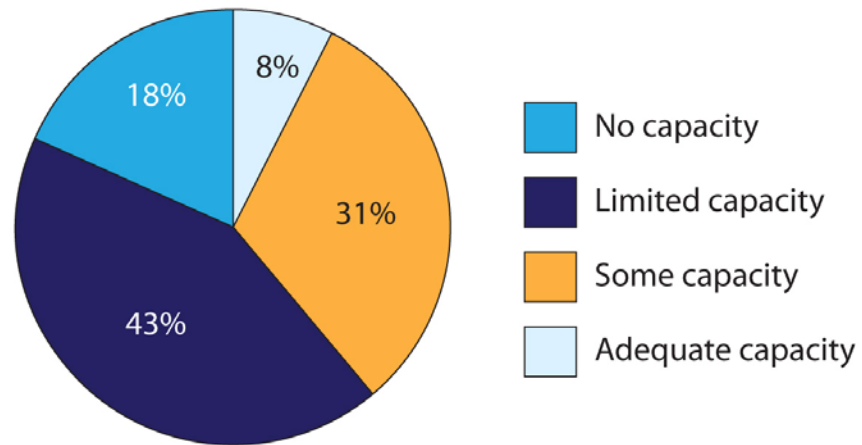
- How does literacy affect employers?
- What is the ACSF?
- What can employers do?
- Enterprise examples

Project Timeline



- July 2012: Project Initiation
- August – November 2012: ROI Development
- November 2012 – February 2013: WELL selection
- Ongoing: LLN trainer briefings
- August – December 2012: Draft Employer Guide
- 2013: WELL program delivery
- March – June 2013: ACSF Guide consultations
- November 2013 – February 2013: evaluation
- March – June 2014: outcomes dissemination
- June – July 2014: post-project employer consultation
- March – July 2014: final report

Capacity?



More capacity

***... so, as well as
building
commitment ...***



***... through
the National
Strategy.***

National Strategy

The National Foundation Skills Strategy is important context.

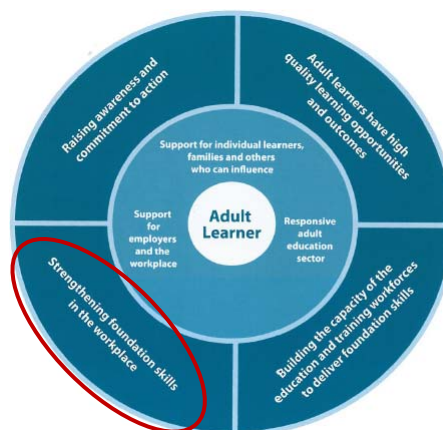
A key component is raising awareness.

Government priority to:

- provide more information to employers
- support employers and encourage them to implement initiatives
- establish and maintain partnerships with peak bodies



Key Components



Workplaces identified as a key component of the strategy

ACSF will be used as standard framework for measuring foundation skills

Policy Context



**Australian Workforce
and Productivity Agency**

Future focus

Australia's skills and workforce development needs

Discussion Paper
July 2012

- ❑ A focus on workforce development
- ❑ Creation of Australian Workforce and Productivity Agency



Policy Context

- ☐ Establishment of Skills Connect
- ☐ National Workforce Development Fund
- ☐ Inclusion of WELL in this framework

