

Workplace Literacy Programmes

The Only Constant is Change

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The Counties Manukau Region of Auckland, New Zealand

High numbers of young people pre employed

High numbers of young people under the age of 25

Very sizeable Pasifika, Maori and Asian communities

160,000 people living

in areas of high social deprivation

A relatively poorly qualified population

High numbers of those employed

being represented in the

lower skill level classifications



NATIONAL GOVT – LOOK BEYOND IMMEDIATE REGION

The Community Enterprise Unit (CEU) Faculty of Education and Social Sciences



2008

100% Funding
(Until it wasn't)

- MIT went through a significant re-structure
 - Two depts were joined to make the new Faculty (FESS 6 schools)
 - Tertiary institutions now in a capped EFT (Equivalent Full time Student) environment
 - Non-base (or full cost recovery) business became a key goal
- GROWTH not influencing EFTS
- Each workplace literacy programme was funded separately in two parts → **NEEDS ANALYSIS** and then **PROGRAMME**

The birth of the CEU to generate non-base income for FESS



Faculty includes the Schools of...

Education

Employment Programmes

Foundation Studies (including literacy)

English ESOL

Sport and Recreation

Social Sciences (social work/counselling/mental health)

Most of the growth in workplace literacy

**And educate
the Faculty**

2008 POLITICS

National govt. Global recession.

20% increase in students.

Govt funding...

- Workplace literacy programme GROWTH
- 85% government funding to 100% funding
- Increase in number of providers
- AWARENESS OF THE LITERACY,
LANGUAGE AND NUMERACY
CHALLENGES IN THE WORKPLACE



– STOP THE BUS...logy

**And educate
the Faculty**



All funding for programmes put on hold

Providers required to apply to be **PREFERRED PROVIDER**

And wait... *Upskilling Office shut down*

And wait... *Tutors find other work*

And explain to tutors, businesses and Heads of School why we had ground to a halt

And wait some more...

**And educate
the Faculty**

More changes

UP TO JUNE 2009

All funding applied for accepted
Programmes up and running



And then MORE CHANGES

Bulk funding application for all programmes Sept
09-Dec 2010

Less hours funded for more measurable gains

'100% Occupancy' vs Participation
Theory vs Reality

**And educate
the Faculty
and
employers**

Into the Unknown...

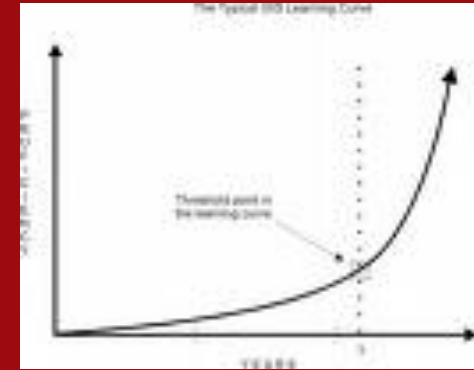
Welcome to complexity



- Significant funding directly to large employers
- Providers sub-contracted for expertise → reliant on employers
- Minimal funding for providers directly
- 100% Occupancy
- TEC Literacy and Numeracy Assessment tool pilot for 2010 *(Google Waikato University in Hamilton for more information on tool)*
→ linked to funding 2011

**And educate the Faculty
and employers**

The Learning Curve...coping with change



- Everything **takes longer** than anticipated
- **Tutors** although qualified find **ambiguity challenging**
- **Workplaces change constantly**, and people lose their jobs
- **Large employers are not more organised** than any other employer group
- **The art of consultancy** does not come easily in an academic institution
- Workplace literacy is a hybrid and difficult to manage academically and operationally.

THE ONLY CONSTANT IS CHANGE

Putting a programme together takes **time**



The **right tutor** for the right programme



Ensure you have **the funding in place** and organisational commitment



Know at the outset **WHO** is doing **WHAT** and where the paperwork is



The 4 Key Considerations

1. **Who** will manage the relationship with the client?
2. **How** will the programme be funded and who reports back (to the TEC and the client)?
3. **Who** will teach on the project and why has this person/these people been chosen?
4. **Are there** clear, measurable, achievable outcomes and how will this be evaluated?

A Workplace Literacy Programme's success will only be ensured if all the ducks are in a row

Plan every step of the project and communicate with all stakeholders regularly

Know what the organisation wants and needs

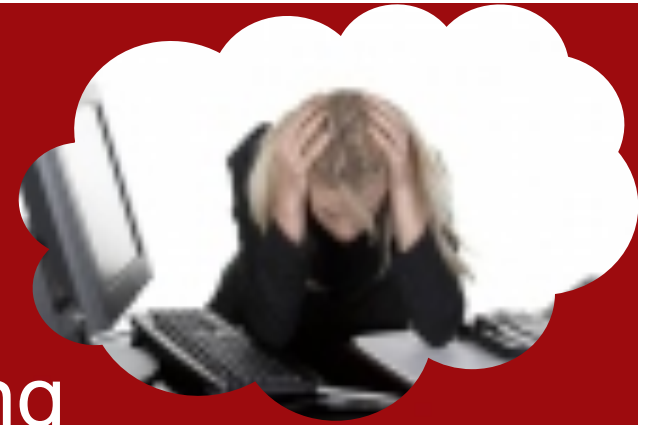
Ensure your institute is committed to this work

Do not promise anything until funding is confirmed

Manage the time (contact and preparation) carefully

Consider choice of tutors based on the programme not a timetable

Challenges



- Measurable gain linked to funding
- 100% Occupancy – over deliver in time and participants
- Funded for 40 hour programme
- Maximum 2 year period to work with employer
- Report primarily quantitative
- Provider expected to work with employer to build sustainable model

The goalposts keep moving